Department of Human Services

1000 Day Plan

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DEPARTMENT OF HUMAN SERVICES
1000 DAY PLAN SUMMARY
August 1, 2002

Governor Leavitt's 1000-Day Economic Plan:

In his 2002 State of the State Address, Governor Leavitt outlined his vision for One Thousand Days of Progress for our State. Following the address, he announced a 1000-Day Economic Plan for Utah designed to turn the Olympic Winter Games experience into a lasting legacy for the Utah.

Utah will measure its economic success through three key measures:
- Job Growth exceeds the growth in the workforce
- Utah wages increase faster than inflation
- The benefits of economic prosperity are felt statewide

To achieve success, Governor Leavitt has outlined three key strategies:
- Invest in people
- Develop Utah as a center for technology investment, employment and entrepreneurship
- Enhance life quality

Role of the Department of Human Services:

The Department of Human Services, through the services we provide to Utah citizens, plays a role in each of the Governor's strategies.

Central to the strategy of **"Invest in People"** is education of our children. For children who experience issues of poverty, family violence, abuse and neglect, mental or physical disabilities, juvenile delinquency, or substance abuse, the **Department can and does play a key role in assuring that children enter and remain in school, are ready to learn and achieve to their maximum ability**. The Department does this through services to protect abused and neglected children and to strengthen families as well as provision of treatment and rehabilitative services to children and youth. For youth that are confined to our Youth Corrections secure facilities, we directly provide for their education through partnerships with public and higher education. The Department works cooperatively with employers and with community based organizations to pursue **employment opportunities for individuals with disabilities and older workers** so that they may experience productive and independent lives.

Technology is becoming a major tool in how the Department delivers many of its services to Utah citizens. We are committed to expanding the **use of technology even further to enhance access to services statewide and to provide information and resources to empower individuals and families, where possible, to address their needs with minimal or no direct government intervention.** The Department is also collaborating on an enterprise venture with the Departments of Health and Workforce Services to develop a state of the art eligibility system for all major public benefits.

Utah is truly a "livable" state! From our geography to our people, we offer many assets to **enhance one's life quality**.   In addition to quality recreational opportunities, transportation

systems, and housing options, Utahns also want their communities to be safe and want services available for our children, youth, adults and seniors who have needs. **While most citizens do not believe they will ever need services offered by the Department, survey after survey shows that they want these services available in their communities to respond to those who do need them and, just in case, they or someone they know face the need in the future.** The Department needs to be seen as a trusted and competent source of assistance when needed.

In terms of job creation and sustained employment, the **Department directly provides employment for 5200 Utahns** throughout the state. We are often **one of the major employers in the rural areas** of our state. We also have 1050 contracts in place with community based public and private businesses each year. Approximately **50% of our $550 million budget flows through these contracts and translates into jobs and purchases of goods from local businesses**.

Implementation of DHS roles:

The Department of Human Services has embraced its role in implementing Utah's 1000-Day Economic Plan and has outlined specific strategies and action steps which will be pursued. Each of the division and offices has in turn, developed individualized 1000-Day Plans in line with overall Department strategies. These plans become the performance plans for the respective division and office directors.

The Department will pursue the following strategies and major action steps:

"Deliver the right services to the right people at the right time and at the right level."
The Department will provide a comprehensive, coordinated and effective service delivery system for the benefit of individuals, families, employers, and communities.

> Strategies include:
> - The safety and protection needs of children and vulnerable adults are carefully assessed and effectively addressed
> - Practice will be based on the best available science and best practice standards consistent with human service values and ethics
> - Consumer and family involvement will be expanded
> - Role and responsibilities of the different levels of government will be clarified and will result in improved client service
> - Strengthen partnerships with allied agencies, contact providers, public and private community based organizations and the faith community
> - Continued collaborative partnerships among DHS divisions and offices and between DHS and other state departments with mutual goals
> - Provide information and resources to Utah employers to appropriately respond to human service issues that manifest themselves in the workplace

Major Action Items include:

> Continued collaboration with several key private foundations including Edward G. Callister Foundation, Utah Foster Care Foundation, and Christmas Box House Foundation.
> Utilize venue of Legislative Task Force on Funding of State and Local Health and

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Human Services to raise and resolve issues of roles and responsibilities between state and counties with respect to human services.

> Continued collaboration with GOPB and Utah Department of Health in planning to meet requirements of Olmstead Supreme Court Decision and to reduce fragmentation within Utah's long term care system.

> Develop information and resources for employer based employee assistance programs targeted to caregivers of older family members and to substance abuse within the workplace.

> Development of new graduated sanctions within Youth Corrections based on Balanced and Restorative Justice Model

> Continued development and implementation of drug courts statewide.

> Coordination with Department of Workforce Services in expanding role of faith based community in delivery of human services through use of an intermediary organization.

"Building and Maintaining Public Trust" The Department will seek and maintain the public's trust and confidence in our staff and our ability to perform the responsibilities we undertake.

Strategies include:
- Attract and retain a skilled, competent workforce
- Services are designed to promote, and where necessary enforce, personal responsibility
- Resources will be focused on most critical areas of need and where maximum benefits can be achieved
- Performance and outcome data will be used to manage Department programs and to shape public policy decisions

Major Action Steps include:

> 2002 Employee Survey to assess satisfaction, needs within work environment and recommendations to enhance service delivery.

> Statewide survey of needs of older Utahn's to develop strategies for responding to aging of society.

> Merger of Divisions of Substance Abuse and Mental Health

> Continued enhanced contract management and oversight to assure efficient use of resources.

> Review of current licensing requirements for private outdoor youth/wilderness programs and development of action plan to respond to recent deaths in these programs.

"e-Human Services" The Department will continue to expand the use of technology in the delivery of human services.

Strategies include:
- Applications and automated processes are "fit" for business purposes so that they support agency, multi-agency, or statewide objectives in providing services or goods to citizens, employees, businesses or local government

Major Action Steps include:

> e-REP implementation
> Moving additional DHS services "on-line"; e.g. Child support services, license application and renewals, web based client assessment and referral tools, web based reporting systems for local authority programs
> e-520 implementation whereby all DHS contractors, including foster parents, will have ability to submit billings to DHS on-line and receive electronic payments
> "Getting Seniors Wired" initiative to assist this segment of Utahns to increase their comfort level and use of e-government and e-commerce options.

DIVISION OF AGING AND ADULT SERVICES

OUTCOME 1

Getting Seniors Wired- Access to information is essential to helping seniors and caregivers maximize their choices for independence.

Person Responsible: Sheldon Elman   **Achievement Date: October 2004**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) Growth in the number of seniors and caregivers utilizing the internet for caregiver information and services. 2) Growth in the number of seniors learning about computer technology and internet applications.	1) Number of topics available on DAAS website. 2) Number of visits to DAAS website. 3) Number of requests for additional information/services. 4) Number attending computer learning labs at senior centers, libraries, technology fairs.

Strategy 1: Provide a series of forums during which seniors, their care givers, and aging network professionals can develop a better appreciation and understanding of what is available through use of computer technology to:
- ▸ Respond to their current and long term needs
- ▸ Promote their use of computers and the Internet to foster independence and interdependence
- ▸ Foster informed, responsible, and safe use of the internet
- ▸ Foster intergenerational interactions

Action Steps	Person Accountable	Completion Date
Organize and conduct a series of technology expositions for seniors to present interactive demonstrations of current and future technologies. This would be a public/private partnership with sponsors underwriting the expos.	Sheldon Elman	Sept 2003
Organize and conduct a series of mini workshops to present interactive demonstrations of current and future technologies for seniors who live in senior housing facilities, frequent senior centers or are residents of long term care facilities	Sheldon Elman/ Mike Bednarik	April 2004
Rural initiative- pilot project in a rural area, which has limited computer activity. Using the expertise at the local high school, train seniors to utilize the computer and internet.	Bonnie Athas/ Mike Bednarik	May 2003

Strategy 2: **Seniors, their care givers, aging network professionals will consult the DAAS web site as the preferred portal to obtain reliable, relevant, and accurate information concerning aging and choices available to assist Utah's seniors remain independent.**

Action Steps	Person Accountable	Completion Date
Identify major topic heading/subject areas that are of greatest interest to seniors. This will occur through surveys, focus groups and other state's experience.	Mike Bednarik/ Tom Dunford	April 2003
Identify real and perceived barriers to access and use. This will be gathered in the same process listed above.	Mike Bednarik/ Tom Dunford	April 2003
Identify what is currently available on existing web sites and which meet an established standard.	Margaret Jones	April 2003

Action Steps	Person Accountable	Completion Date
Restructure current DAAS web site to meet the needs identified.	Margaret Jones	Sept. 2003
Conduct extensive public awareness campaign to direct people to DAAS web site.	Sheldon Elman	Sept 2003

DIVISION OF CHILD AND FAMILY SERVICES

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OUTCOME 1

Known safety risks to children and adults are carefully assessed and effectively addressed. Strategies, services and supports are set in motion to ensure optimal safety.

Person Responsible: Adam Trupp   **Achievement Date: December 2002**
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DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) The first response is to the child's immediate need for safety. 2) Safety risks are assessed, treated, managed and monitored. 3) Assessments include the family's willingness, ability and resources to protect. 4) Families receive the level of training, assistance, and support necessary for the caregiver to fully meet the needs of the child and maintain the safety and stability of the home. 5) A broad array of supports and services is accessible, dependable and truly supportive. 6) Children or caregivers have timely access to immediate support services.	1) Response times for community calls for help (CPS referrals) are within the priority time frames set in the Milestone Trend Indicators. 2) The "Functional Assessment" process begins with the CPS referral as shown in the QCR results. 3) Functional Assessments include risk of intimidation and/or unreasonable fear, behaviors or activities a child engages in that pose a risk to self or others, or risk from others in the home as indicated in the QCR and CPR. 4) After entering services, family members report that current supports are adequate, dependable and truly supportive.

Strategy 1: Face to face first contact with a child believed to be in danger of abuse or neglect are within the priority time frames set in the Milestone Plan.		
Action Steps	**Person Accountable**	**Completion Date**
Barriers for meeting time frames are analyzed and strategies developed for removing the barriers.	CPS Steering Committee, Charlotte Gibbons, CPS Specialist	Nov 2002
Study cases where the Priority time frames for face-to-face contact with the child are not met, to determine why they were not met.	CPS Steering Committee, CPS Specialist	Nov 2002

Strategy 2: The Functional Assessment process begins with the community call to Intake and continues throughout the delivery of services.		
Action Steps	**Person Accountable**	**Completion Date**
Intake workers are trained on gathering information from the initial referral call in order to begin the functional assessment of the family.	Training Steering Committee, Regional Training Mgrs.	Dec 2002

Strategy 3:	There is an alert procedure and crisis response plan that can be immediately implemented for children or primary caregivers having special needs requiring timely access to support services.		
Action Steps **Allows for collaboration with other divisions*		**Person Accountable**	**Completion Date**
**A plan is written and submitted to administration in each local area for collaboration with all other providers of services to families at risk for abuse or neglect, to provide immediate and timely services that will provide a safety net for children.		Regional Directors	Sept 2002

Strategy 4:	An array of services is available within the community to meet the family's needs as determined by the Functional Assessment.		
Action Steps **Allows for collaboration with other divisions*		**Person Accountable**	**Completion Date**
**Barriers to receiving the supports needed are assessed and then resolved by the Child and Family Teams. (tracking and adaptation)		Front Line workers	Sept 2002
Extended family and community members are involved to strengthen family functioning and resourcefulness.		Front Line workers	Sept 2002

OUTCOME 2

Children and families are consistently nurtured in a healthy environment enabling them to achieve their developmental potential.

Person Responsible: Patti VanWagoner   Achievement Date: June 2003

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) Each child's physical needs are being met on a daily basis. 2) Health care needs are met. 3) Emotional and behavioral problems are identified and assessed and interventions are accessed. 4) Caregivers receive the training, assistance, support and periodic relief they need. 5) Interventions for domestic violence are provided, brokered or referred to and meet the needs of the clients. 6) Each child has the educational resources available to enable him/her to achieve his/her full potential.	1) Increase in the number of children in out-of-home care who have timely health, mental health and dental assessments including follow up care as indicated through the milestone plan priority focus areas data. 2) Children's health care is monitored more efficiently through better use of SAFE as reported by the health care coordinators. 3) Overdue health care items are decreased as reported in SAFE. 4) The number of foster care providers that do not renew their licenses due to deficient training, a lack of assistance or support or unmet needs decreases as indicated in exit surveys or foster care provider surveys.

Strategy 1:	Children in out of home care have initial health assessments within the time frames set.		
Action Steps		**Person Accountable**	**Completion Date**
Health Care Techs are immediately notified when a child enters out of home care.		Angela Khairallah	Aug 2002

Strategy 2:	Continuity of health care for children in out of home care is increased.		
Action Steps		**Person Accountable**	**Completion Date**
A more functional automated system for tracking physician requested follow up is implemented to enable better tracking.		Jack Green, SAFE & Finance Mgr.	Jan 2003

Action Steps	Person Accountable	Completion Date
Training for foster parents on the importance of completing health exams and design a system of accountability	Patti Van Wagoner; Foster Care Foundation	June 2003
Improve process for updating Medicaid card information including current address of children in out of home care so that delays in receiving cards are decreased..	SAFE & Finance Mgr.	June 2003
Training for foster parents on the importance of maintaining the Traveling Health Care Record.	Deputy Dir., Foster Care Foundation	June 2003
Foster parent training emphasizes the need for children to continue with their own medical provider when they enter out of home care.	Deputy Dir., Foster Care Foundation	June 2003

Strategy 3:	**Adequate supports are in place for foster parents including training, assistance, and periodic relief.**	
Action Steps	**Person Accountable**	**Completion Date**
Assess current needs for foster parents in these areas.	Deputy Dir., Foster Care Foundation	Dec 2002
Increase the use of cluster support groups	Out of Home Care Spec	July 2003

Strategy 4:	**Increase the interaction, collaboration and partnering with educational community partners.**	
Action Steps	**Person Accountable**	**Completion Date**
Train education partners on the Practice Model and how they can be an effective part of the Child and Family Team.	Linda Wininger	Sept 2003
Train DCFS workers on how best to include educational partners in cases.	Regional Milestone Coordinators	Sept 2002

OUTCOME 3

Each child will have secured enduring relationships that provide a family, stability, belonging, and a sense of self that connects them to their past, present and future

Person Responsible: Deputy Director   **Achievement Date: November 2004**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) Children have families that provide stability, belonging, and sense of who they are. 2) Supports are readily available to families through an array of services that bring a partnership together between the community and the parents in behalf of children	1) Increased services offered to maintain children in their own homes as noted in the Federal Review. 2) Decrease time to reunification with families as reported in the SAFE system and the Milestone Trend indicators. 3) Increase in kinship care. This will be monitored and reported through the SAFE system. 4) Increase children's involvement, whenever age appropriate, in meetings held or decisions made for their benefit as shown in the outcomes of the Qualitative Case Review and Case Process Review. 5) Decrease moves for children in foster care as reported in the AFCARs and the Milestone Trend Indicators. 6) Concurrent plans that shorten the time to permanence when a child cannot live with their parents as indicated in the AFCARs. 7) Continued shortened time from placement to adoption, as well as continuing to decrease this as it is possible as reported in the AFCARs.

Strategy 1:	Increase readily available array of services to maintain children in their own homes.		
Action Steps		**Person Accountable**	**Completion Date**
Develop a sense of combined commitment across community services to meeting the needs of families that come to the attention of Child and Family Service through fully developed local Quality Improvement Teams that represent the community's response to child abuse and neglect and domestic violence. These Teams will have traditional and non-traditional representation from all parts of the community bringing resources to children and families.		Regional Directors and Community Services Managers	April 2003

Strategy 2:	Improved methods for developing concurrent plans will be provided to staff and child and family teams will be assessed on whether they are developing and following up on concurrent planning.		
Action Steps		**Person Accountable**	**Completion Date**
Obtain information on the most effective forms of concurrent planning now used in Child Welfare.		Out of Home Care Spec, Angela Khairallah	May 2003
Training and skill building on establishing a workable concurrent plan will be provided to all out-of-home care staff		Out of Home Specialist	Nov 2003

Strategy 3: Increase the attendance of children in the Child and Family Team Meetings.		
Action Steps	**Person Accountable**	**Completion Date**
Use the Child and Family Team as a way to provide the child a sense of permanence in their lives through their involvement in portions of the meetings that can be most beneficial for them.	Deputy Director, Milestone Coordinator	Sept 2002

Strategy 4: Increase the supports needed for kinship care to be possible.		
Action Steps	**Person Accountable**	**Completion Date**
Survey current and past kinship providers to discover what supports are needed.	Out of Home Care Spec	Dec 2003
Establish training for kinship care providers that addresses their unique needs.	Out of Home Care Spec, Training Coordinator	July 2003
Research additional funding available for kinship providers including increases in the amounts available in specified relative grants.	Out of Home Care Specialist	April 2003

Strategy 5: Increase placements to "legal risk" homes.		
Action Steps	**Person Accountable**	**Completion Date**
Increase the amount of information in foster parent training in regards to the need for stability for children and the need for legal risk homes.	Deputy Director in conjunction with the Out of Home Care Specialist & Foster Care Foundation	Nov 2004
Early discussions with the foster home about their position if the child is not able to return home. Information and training provided to out-of-home care staff.	Out of Home Care Spec	Jan 2003

Strategy 6: Increase the skill level of foster care staff in working with foster parents in regards to those things that prevent placement disruption.		
Action Steps	**Person Accountable**	**Completion Date**
Research to determine if there is a profile of a foster family that does not have multiple placement disruptions.	Navina Forsythe, Information Analyst	Sept 2002
Research to determine if there is a profile of foster care staff that do not have multiple placement moves.	Information Analyst	Sept 2002
Provide skill development/training using information from the two research projects above.	Training Coordinator	Aug 2003

OUTCOME 4

Children and Families are understood within the context of their own family rules, traditions, history and culture.

Person Responsible: Policy, Planning &   Achievement Date: January 2004
**   Leg. Administrator**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) Every child is placed in the most appropriate, least restrictive placement possible. **2) A child's placement is optimal for that child's age, ability, peer group and culture.** **3) Families are accorded the dignity that comes from respecting their uniqueness.** **4) Increased number of bilingual staff**	**1) ICWA compliance is 90% or greater state wide as indicated in the Case Process Review.** **2) Number of bilingual staff.** **3) Increase the ability to provide services to families who do not speak English.** **4) Increased number of placements within proximity of the child's home and with the child's siblings.**

Strategy 1:   Compliance with the Indian Child Welfare Act will be at 90% or greater for the state.

Action Steps	Person Accountable	Completion Date
Training for all workers on what compliance with ICWA means.	Savania Tsosie, Indian Child Welfare Specialist	May 2003
ICWA education provided in new employee training.	ICWA Specialist, Jerna Mitchell, New Empl. Training Mgr.	May 2003

Strategy 2:   Bilingual staff are recruited and interpreters are provided to families who are more comfortable using languages other than English.

Action Steps	Person Accountable	Completion Date
Each region and the state office develop and maintain a current plan for diversity including recruitment of bilingual staff and interpretation services.	Policy, Planning & Leg. Admin.	Sept 2003

Strategy 3:   Foster homes are available within cultural groups and communities that are served by the Division that will provide children with the least restrictive, most appropriate placement possible. Foster homes that can accommodate sibling groups are available so that children can be cared for with their brothers and sisters.

Action Steps	Person Accountable	Completion Date
As a part of the Region Diversity Plan, Establish relationships with community groups on the basis of developing a true system of care for children coming from unique and varied backgrounds.	Community Service Managers	Jan 2004
Recruitment of foster homes from specific racial and ethnic groups	Deputy Director, Foster Care Foundation	Jan 2004

OUTCOME 5:

An effective team that includes key professionals, community supports and extended family is organized around each child and family served by the Division.

Person Responsible: Deputy Director   **Achievement Date: November 2004**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) Families and caseworkers, working together, form Child and Family Teams from an array of community supports and extended family members. 2) Families working with the Division have a well-rounded assessment that incorporates evaluations from different areas of service. 3) Teams are having success in putting together the "big picture" of the family including the strengths, underlying needs and the long term view. 4) Children live in safe, permanent homes that adequately meet their basic needs including love and nurturing.	1) Community partners have an increased awareness of the Practice Model and provide a better array of individualized services for families and children as indicated through stakeholder interviews for both the QCR and the Federal Review and through the case reviews for both as well. 2) Functional assessments incorporate information from any other assessments available and are a growing document throughout the case as shown in the QCR.

Strategy 1: Collaborate with Community Partners to develop and implement a comprehensive array of services designed to assist families in achieving goals of safety, permanence and well-being for children.		
Action Steps	**Person Accountable**	**Completion Date**
Community Service Managers (CSM) will be trained on developing relationships with local community partners to determine how services should be delivered to children and families in their community and to track historic and current trends in service delivery within the community. They will then implement the training in the communities they work with.	Richard Anderson, Director	Jan 2003
CSM's and community partners, including the region Quality Improvement Committee, collaborative on a written plan that outlines how services should be delivered to children and families in their community.	Community Services Managers & Associate Region Directors	Nov 2004
CSM's will educate DCFS staff on the unique characteristics of their communities, services available, and services to be developed.	Community Service Managers	April 2004
DCFS Administration educate stakeholders including Judges and Legal Partners on the principles of the Practice Model.	Director	June 2003

Strategy 2: Ensure that critical decisions about children and families are made by a service team that includes children, families including extended family, the family's informal support systems, foster parents and formal agency and community partners. Families have input into membership of the Child and Family Team.		
Action Steps	**Person Accountable**	**Completion Date**
Community Partners and Foster Parents have access to training on the Practice Model.	Midge Delavan, Training Coordinator	July 2003

Action Steps	Person Accountable	Completion Date
DCFS Administration works with other divisions within the Department to educate them on Practice Model Principles and skills.	Director, Deputy Director	June 2003

Strategy 3:	Network and build partnerships with other community agencies. Cultivate fair and effective relationships with foster parents and other community partners to provide services based on strengths, needs and safety issues of the family through communication that is open and honest among the family and partners.

Action Steps	Person Accountable	Completion Date
Foster Parents are included in meetings that pertain to the children in their care. They are given timely notice of such meetings and help with childcare during the meetings.	Milestone Coordinators	Sept 2003
DCFS facilitates cross training with other divisions to provide education on issues that pertain to common clients who have needs that can be better addressed by other agencies.	Director, Deputy Director	June 2003
The Child and Family Team identifies underlying needs of the child and family and then matches services to those needs.	Milestone Coordinators	Sept 2003

OUTCOME 6

DCFS staff are confident that they have the attitude and skills required to mobilize strategies, supports and services to the family through the Child and Family Team to the child and family that significantly improve/maintain their functioning and produce excellent results. The actions of leadership are consistent with the philosophies and principles of the agency.

Person Responsible: Director   **Achievement Date: June 2003**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) Families have confidence in the Division's ability to help and will accept the offer to assist them. 2) Communities have confidence in the Division's ability to keep children safe from further harm while strengthening families. 3) Staff know that they are valued and are treated with respect by leadership. 4) The development of skilled professionals is a priority for the organization.	1) Qualitative Case Reviews. 2) Focus groups and surveys organized for the Federal Review including clients, community partners and DCFS employees. 3) DCFS worker surveys.

Strategy 1:	Each employee is trained and mentored to prepare them for their job assignment. Continuing training and mentoring is always available to employees with each worker completing a minimum of 20 hours of skills-based training annually.

Action Steps	Person Accountable	Completion Date
New workers and workers in new assignments receive initial training that enables them to feel confident in doing the work expected of them.	New Employee Trainer Mgr.	Dec 2003
Workers and supervisors negotiate individual training plans on an annual basis.	Region Directors	Aug 2002
At least 20 hours of skills based training will be made available to each worker each year.	Region Training Mgrs	June 2003
Mentoring is used to enhance the training offered and provide professionally competent models.	Region Training Mgrs	June 2003

Strategy 2:	Administration participates with staff in developing and implementing long range goals and is responsible for keeping the organization focused.		
Action Steps		**Person Accountable**	**Completion Date**
Establish a method for workers to raise issues of concern, questions and ideas for improvement whereby they are acknowledged, answered and incorporated (continuous quality improvement)		State Admin Team	May 2003
Develop a clearly stated vision for the agency that is known and understood by all employees, community partners and the community at large.		State Admin Team	May 2003
Establish a forum for workers to have input in all levels of decision making within the Division.		State Admin Team	May 2003
Strategy 3:	A supportive internal environment and organizational structure for workers that facilitates and enhances job performance is promoted through the same principles and skills used to work with adults, children and families. Support includes strategies for meeting worker's needs in dealing with the stress inherent in child welfare work.		
Action Steps		**Person Accountable**	**Completion Date**
All performance plans and evaluations will promote full application of Practice Model principles and skills. A process parallel to the one used to work with children and families involved with the Division will be used in working with staff. In other words, interactions with staff will be strengths based and solution focused using teams, Functional Assessments, and Tracking and Adaptation.		Region Directors	Aug 2002
Employees will understand how to access EAP and other coping strategies and stress reduction.		State Admin	Aug 2002
SAFE will be upgraded to help workers manage their cases within the framework of the Practice Model.		Bob Lewis, Functional Program Dir.	Sept 2004

OFFICE OF RECOVERY SERVICES

OUTCOME 1	
Strengthen families and foster self reliance	
Person Responsible: Emma Chacon	**Achievement Date: June 30, 2004**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) Total ORS collections reach $175,000,000 by June 30, 2004 2) Child support collections reach $150,000,000 by June 30, 2004.	1) Dollars collected overall 2) Dollars collected by program

Strategy 1:	**Automation to assist line workers to provide highest quality services to the public in the most efficient way.**		
Action Steps		**Person Accountable**	**Completion Date**
Program worker initiated, labor saving enhancements that will enable workers to more efficiently work cases will be made in ORSIS.		Jim Kidder	Dec 31, 2004

Strategy 2:	**Meet and exceed Federal Performance standard in the Child Support Services Program.**		
Action Steps		**Person Accountable**	**Completion Date**
Achieve a "IV-D" child support collection to cost ratio of 4.00 to 1.00 or higher (State FY 2001 was 3.66 to 1.00) by State FY 2004, and thereby increase federal incentive payments to the state for this performance category.		Jim Kidder	June 2004
Maintain a percentage of child support cases that have support orders established at or above 80%, and thereby receive the maximum federal incentive payments to the state for this performance category.		Jim Kidder	June 2004
Achieve 60% of cases with support orders which receive a payment in one or more months during the year by state FY2004.		Jim kidder	June 2004
90% or more of all child support payments are posted and distributed within 2 days.		Mike Tazelaar	June 2004

Strategy 3:	**Meet all PWRORA 96 federal requirements and achieve federal certification for ORSIS.**		
Action Steps		**Person Accountable**	**Completion Date**
Monitor the status of certification requirements		Jim Kidder	June 2003
Manage the successful completion of changes to ORSIS to bring the system in compliance with certification requirements		Jim Kidder	June 2004

Strategy 4:	**Increase collection for Medicaid**		
Action Steps		**Person Accountable**	**Completion Date**
Implement all HIPAA requirements that pertain to Medicaid Third party transactions		Brent Perry	Oct 2003
Streamline Bureau of Medicaid Collections procedures to better utilize technology and provide better data reports to monitor performance and outcomes.		Brent Perry	June 2004
Keep data matches with major insurance carriers on track to identify Medicaid recipients with third party insurance coverage.		Brent Perry	Ongoing

Strategy 5: Legislative Initiatives		
Action Steps	**Person Accountable**	**Completion Date**
Pass and implement child support "clean-up" legislation in 2003.	Emma Chacon	March 2003
Pass state law in 2003 or 2004 to implement new federal law changes expected to pass Congress in 2002 or 2003 in child support services	Emma Chacon	March 2004
Pass Medical Benefits Recovery Act Amendments Legislation	Emma Chacon	March 2004
Pass legislation to transition public assistance overpayment collection functions from the Office of Recovery Services to the Department of Workforce Services.	Emma Chacon	March 2003

OUTCOME 2

Create On-line Government

Person Responsible: Emma Chacon   **Achievement Date: June 30, 2004**

DEFINITION OF SUCCESS	**INDICATORS TO BE USED TO DEMONSTRATE SUCCESS**
1) Child Support Services available on line 2) Increase in electronic payments received and distributed by ORS 3) Stable Infrastructure to support ORS Technology	1) Fully interactive website that will allow the individual the access to most services on-line. 2) Provide capability through the web for individuals and employers to make child support payments. 3) 35% of all child support distribution is made through EFT to custodial parents

Strategy 1: On-line not in-line 24/7/365 (WEB)/Paperless Government		
Action Steps ***Subject to the availability of funds**	**Person Accountable**	**Completion Date**
The EFT process is totally automated and as many clients as possible have been moved to on-line payment processing, including making payments through the AIS and Web applications.	Mike Tazelaar	Dec 2004
The infrastructure for imaging is in place and scalable to meet the needs of ORS, and ORS is working towards allowing remote access to imaged data and moving on-line as much data as is feasible	Ken Matheson	Dec 2005
Further develop Web page access to customer services; coordinate this with telephone access to customer services, and improve Web page services to become as efficient and effective in routing and responding to e-mail inquiries as the Automated Information System (AIS) and the Customer Services Units (CSUs) are in routing and responding to telephone inquiries.	Joyce Allred	June 2003
AIS development and maintenance have been transferred to OT, including back-up personnel.	Ken Matheson	June 2003
A long-term strategy for maintenance and replacement/upgrading of the AIS is in place.	Ken Matheson	June 2003

Strategy 2: Infrastructure- Equipment		
Action Steps ***Subject to the availability of funds**	**Person Accountable**	**Completion Date**
The age of the equipment (desktop PCs, servers, switches, etc.) is within the outlined trade off time frames	Ken Matheson	Dec 2004
All PCs run Windows 2000	Ken Matheson	June 2003

Strategy 3: Infrastructure – Personnel		
Action Steps ***Subject to the availability of funds**	**Person Accountable**	**Completion Date**
There is at least one additional senior LAN Administrator and an effective plan for keeping all of the LAN Administrators trained on all supported hardware and software.	Ken Matheson	June 2004
There are three full-time System Architects, at least one of which is a State employee.	Ken Matheson	June 2004
BET Information Analysts have been replaced, as appropriate, with Programmer Analysts.	Ken Matheson	June 2005
All developers are able to work in either the ORSIS or Web environments.	Ken Matheson	June 2005
As much as possible, work is done by State programmers, and the use of contractors has been decreased to an appropriate level.	Ken Matheson	June 2005
Strategy 4: Infrastructure- Security		
Action Steps	**Person Accountable**	**Completion Date**
Security for LAN and telecommuting are in place and operating successfully, including encryption and firewalls	Ken Matheson	June 2003
A system profile for ORSIS is in place so that it meets the common criteria level for security.	Ken Matheson	June 2003
Strategy 5: Infrastructure- System Development and Maintenance		
Action Steps	**Person Accountable**	**Completion Date**
Using our scheduling tools, release planning and/or grouping of ERs has been automated	Ken Matheson	June 2004
The systems (TEAM, Help Desk, CMS) used to support ORSIS and ORS have been rewritten in JAVA or replaced by appropriate shrink-wrapped software and are all Web-based	Ken Matheson	June 2005
ASF, ADW and EPM (critical soft ware which is out of date) have been replaced with products which are supported and upgraded by the vendors.	Ken Matheson	June 2005
The development process for Web projects is mature and incorporates the necessary links to the ORSIS development process so that the two processes do not conflict with each other	Ken Matheson	June 2004
A good back-up/disaster recovery plan for all server information has been developed, tested and implemented, including backing up data to Richfield and being able to switch over to the Richfield servers and operate ORS business within a reasonable response time.	Ken Matheson	June 2003

OUTCOME 3

Fiscal Accountability

Person Responsible: Emma Chacon   **Achievement Date:**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) Agency fiscal integrity 2) Expenditures do not exceed revenues. 3) Contracts meet department and state requirements and are monitored in accordance with the agency Contract monitoring plan each year 4) Audits are conducted in accordance with the agency audit plan and no significant deficiencies in agency fiscal operations are noted.	1) All deadlines from OFO and GOPB are met. 2) Monthly forecast and year end close out reports. 3)Compliance with each provision of the agency's fiscal plan. 4) Audits conducted by ORS, State auditor or Federal auditors.

Strategy 1: Develop a fiscal plan for the agency		
Action Steps	**Person Accountable**	**Completion Date**
Prepare an agency fiscal plan which outlines all deadlines for completing reporting tasks for federal reports, OFO and GOPB	Mike Tazelaar	Aug 1, 2002
Comply with each deadline in the plan for each fiscal year	Mike Tazelaar	June 2005

Strategy 2: Successfully comply with the agency Contract Management Plan		
Action Steps	**Person Accountable**	**Completion Date**
Develop plan with the approval of the DHS Bureau of Contract Management for FY 2002 and 2003	Joyce Allred	July 2002
Monitor compliance with the action items outlined in the plan for contract completion and review.	Joyce Allred	June 2005

Strategy 3: Successfully comply with the agency Audit Plan		
Action Steps	**Person Accountable**	**Completion Date**
Prepare a plan of all audits to be conducted in FY 2003 and FY 2004	Joyce Allred	July 2002
Complete all audits in accordance with the plan	Joyce Allred	June 2005

DIVISION OF SERVICES FOR PEOPLE WITH DISABILITIES

OUTCOME 1

Fiscal operations are adequate to develop accurate cost projections and expenditure- tracking reports.

Person Responsible: Mike Rasmussen   **Achievement Date: October 2004**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
Data system for fiscal indicators is operational throughout statewide DSPD system	**Quarterly cost projections and expenditure reports**

Strategy 1:	**Aggregate individual consumer budgets in each region to track current expenditures as a basis for indicators supporting cost projections.**	

Action Steps	Person Accountable	Completion Date
Research business/fiscal requirements for a data system selection	Paul Day	March 2003
Budget, fund, purchase data system	Fran Morse	July 2003
Install data system in all regions	DHS/IT-Sue Martell	Oct 2003

Strategy 2:	**Train all regional staff to enter individual consumer budget information into the data system.**	

Action Steps	Person Accountable	Completion Date
Schedule training in all regions	Mike Rassmussen & Reg Dirs: Georgia Baddley John Schoenfeld Gerry Ulwelling Susan Macnamara	Dec 2003

Strategy 3:	**DSPD staff enter individual consumer budget information into data system in a timely, on-going manner.**	

Action Steps	Person Accountable	Completion Date
Regional support coordinator supervisors monitor to ensure data entry	George Kelner Reg Dirs	June 2004
Regional contract analysts/fiscal staff monitor to ensure expenditure tracking	Mike Rassmussen	June 2004

Strategy 4:	**DSPD state-level and regional fiscal staff gather, compile, analyze and accurately report expense tracking and cost-projection data.**	

Action Steps	Person Accountable	Completion Date
Complete the fiscal indicator reports required by DHS/OFO.	Mike Rassmussen	Sept 2004

OUTCOME 2

Eligibility for all persons either waiting for or currently in DSPD services is clear and procedures for verification are standardized.

Person Responsible: George Kelner   **Achievement Date: December 2004**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS	
All people waiting for or in service are verified as eligible according to policy	**Individual Support Coordinators' files have eligibility documentation**	

Strategy 1: Hire (AJ) psychologist positions in each region to review and re-assess eligibility in questionable cases.		
Action Steps	**Person Accountable**	**Completion Date**
Personnel approval for time-limited positions	Fran Morse	Dec 2002
Budget OTO time-limited funds for AJ positions	Mike Rassmussen	Jan 2003
Recruit, hire, train AJ psychologists to do eligibility re-assessments	George Kelner	March 2003

Strategy 2: Assign pool of contract psychologists to conduct re-evaluations, as needed.		
Action Steps	**Person Accountable**	**Completion Date**
Identify files without adequate documentation	Support Coords	June 2003
Complete re-evaluations by referral to AJ and contracted psychologists	Support Coords & Psychologists	Sept 2003
Make disposition decisions for disenrolled consumers if necessary	George Kelner	Nov 2003

Strategy 3: Review waiting list clients to determine eligibility for State and Waiver services.		
Action Steps	**Person Accountable**	**Completion Date**
Support Coordinators review documentation	Region Directors	July 2004
Refer consumers to Medicaid for final review of fiscal eligibility	Support Coords John Williams (DOH)	Sept 2004
Identify files without adequate documentation	Support Coords	Sept 2004

Strategy 4: Assign AJ and contract psychologists to conduct evaluations, as needed.		
Action Steps	**Person Accountable**	**Completion Date**
Complete evaluations and report to DSPD	Psychologists	Dec 2004
Notify consumers and families of eligibility and disposition	Support Coords Region Directors George Kelner	Dec 2004

OUTCOME 3		
Service capacity is adequate to meet an array of identified needs for consumers in service and on waiting list.		
Person Responsible: Steve Wrigley **Achievement Date: March 2004**		

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS	
All identified needs can be met by array of DSPD services	# providers and families on contract with DSPD # consumers receiving services	

Strategy 1: Revise Medicaid Waiver to target separate populations.		
Action Steps	**Person Accountable**	**Completion Date**
Identify consumers with in-home service needs Identify consumers with out-of-home residential needs	Rick Cobia	March 2003
Develop (2) new separate waiver applications	Steve Wrigley Jeff Fisher	Dec 2003
Upon approval of DHS and DOH, submit to CMS for funding	Steve Wrigley	March 2004
Revise TBI and PD Waivers for possible expansion	K Kilpatrick T Wood	Dec 2003

Strategy 2: Develop new models of service to increase individualization and efficiency of funding.		
Action Steps	**Person Accountable**	**Completion Date**
Develop proposal of costs for USDC dental OP service	Karen Clarke	
Revise Specialist roles in State Office to oversee expansion and development of service models	Fran Morse	Oct 2002
Develop Cooperative Model for families on SAM	Scott Roudabush	March 2003
Review Rep Payee system statewide and make recommendations for re-organization and overhaul	Jeff Fisher	March 2003

Strategy 3: Establish partnerships with sister agencies to improve service continuum and choice for consumers.		
Action Steps	**Person Accountable**	**Completion Date**
Transfer identified budget to Office of Public Guardian	M. Rassmussen	March 2003
Work cooperatively with DOH/LTC to improve disposition and transfer of disenrolled consumers	George Kelner Fran Morse	Feb 2003
Work with UHCA and DOH to operate and fund portability	Fran Morse	March 2003
Serve on Olmstead and Real Choice Committees to assure choice for consumers	Fran Morse Steve Wrigley Jeff Fisher	Dec 2004

Strategy 4:	Use contracting of one-time funds on annual basis to expand needed services and options for non-waiver and waiting list consumers.		
Action Steps		**Person Accountable**	**Completion Date**
RFP for Service Brokering		Teena Scholte Steve Wrigley	Dec 2002
RFP for Behavior Analyst Intervention		Teena Scholte Alan Tribble	Dec 02

OUTCOME 4

Quality Assurance and Enhancement (QA/QE) procedures include participation of wide range of stakeholders and providers.

Person Responsible: Linda Muhar   **Achievement Date:**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
Multiple teams will conduct QA/QE reviews throughout annual cycle	**QA/QE reports on providers, SAM and DSPD system**

Strategy 1:	Form partnerships with sister agencies to provide more QA oversight for health, safety, and fiscal issues.		
Action Steps		**Person Accountable**	**Completion Date**
Proposal to share staff with OSR and develop procedures		B.J. Bertrand Angie Pinna Kristan Burtoft Craig Monson	Nov 2002
Create integrated data-base for QA data		Jeff Fisher Ron Stromberg	March 2003
Create ombudsperson positions in OSR and DSPD		Fran Morse Craig Monson	Nov 2002

Strategy 2:	Form partnerships with stakeholders and providers to expand involvement in QE Outcomes and PCP processes.		
Action Steps		**Person Accountable**	**Completion Date**
Develop Self-Advocate QE team by contract with Advocacy organization.		Claire Mantonya	June 2003
Develop family member QE teams by contract with Family Council.		Scott Roudabush	June 2003

Strategy 3:	Increase focus and training on clarification of the Person-Centered Planning (PCP) process and Self-Determination philosophy.		
Action Steps		**Person Accountable**	**Completion Date**
Board decision to move forward with PCP.		Fran Morse	Sept 2002
PCP focus group to clarify definition and process.		M. Mannebach	Dec 2002
Paperwork reduction initiative to clarify minimal documentation adequate to indicate PCP implementation.		M. Mannebach Fran Morse	July 2003
Strategy 4:	Work with providers to adapt PCP to internal processes of QE self-monitoring, programming, staff training, and performance evaluation.		
Action Steps		**Person Accountable**	**Completion Date**
Support DSPD Support Coordinators and provider system by clear philosophic direction and skill building.		K. Summerhays S. Yearsley	Oct 2003
Streamline process for policy-making and rule-making in establishing direction.		DSPD Board Fran Morse M. Mannebach	Dec 2003
Increase training focus for Support Coordinators on mediating, negotiating, and facilitating PCP processes and Self-Determination.		S. Yearsley	Nov 2003

DIVISION OF SUBSTANCE ABUSE and MENTAL HEALTH
Substance Abuse

OUTCOME 1

Quality Services - Develop Systems that Assure Quality Substance Abuse Services are Available to the Citizens of Utah

Person Responsible: Randall Bachman   **Achievement Date: December 2004**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
Both private and public sector treatment agencies use proven, science-based practices.	1) Percent of agencies that use the computer-based ASI for clinical assessment 2) Percentage of increase in the number of treatment admission in public agencies 3) Number of private agencies that voluntarily meet Board approved standards.

Strategy 1: The State Board of Substance Abuse will adopt and "Best Practices Manual" which sets the standard for science-based clinical services.		
Action Steps	**Person Accountable**	**Completion Date**
The Division will provide to the Board a "Best Practice Manual"	Larry Petersen	Sep 2002
The Board will review and approve Best Practice Manual (BPM)	State Board	Oct 2002
Develop new licensing standards, which incorporate concepts of the BPM in licensing rules.	DSA and OL	March 2003

Strategy 2: Develop a training and certification process which focuses on the enhancing the ability of the "private market" to use the concepts in the BPM to improve services.		
Action Steps	**Person Accountable**	**Completion Date**
Develop a primary care physician training program	DSA and AREC	Spring 2003
Develop a certification program for private sector programs	DSA and AREC	Fall 2003
Make "Virtual Intake and Assessment" software available to the private sector and provide training	DSA and AREC	Spring 2003

Strategy 3: Provide information to both public and private payer systems in order to best maximize financial resources.		
Action Steps	**Person Accountable**	**Completion Date**
Work closely with national and state-level organizations	R.Bachman	On-going

OUTCOME 2

Focus Resources on Populations that will Benefit the Most

Person Responsible: Randall Bachman   **Achievement Date: January 2003**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
Services will be delivered to populations which are likely to benefit the most	1) Number of individuals referred from DHS agencies 2) Number of individuals referred from other state/county agencies
Science-based prevention and intervention services delivered on college campuses	1) Number of college students reporting high-risk A&D behavior 2) Number of college students referred into treatment services

Strategy 1:   Identify populations who are using other public services because of their addiction/dependence.

Action Steps	Person Accountable	Completion Date
Identify in cooperation with other DHS agencies, those individuals who are using service primarily because of their substance abuse problem.	R. Bachman	Fall 2003
Identify in cooperation with other state agencies, those individuals who are using service primarily because of their substance abuse problem.	R. Bachman	Fall 2003

Strategy 2:   Prioritize these populations for SA services

Action Steps	Person Accountable	Completion Date
Develop a cost benefit model	N. Piggott	Winter 2003
Develop a Board Policy to prioritize into the service system	State Board	Winter 2003

Strategy 3:   Develop a prevention and intervention program focused on Utah's college-aged population.

Action Steps	Person Accountable	Completion Date
Develop a program in cooperation with the Board of regents and College/University Presidents	R.Bachman	Fall 2002
Conduct campus-based I&P study	DSA	Spring 2003

OUTCOME 3

Use technology Whenever Possible to Increase Efficiency

Person Responsible: P. Fleming   **Achievement Date: December 2004**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
IT systems will be developed or in place that allow licensed programs to access BPM, web-based assessment tools, and patient placement criteria.	1) Software developed and useable 2) Training available to users
A web-based MIS system will be in place, which allows all contacted LSAAs to fully access data from a unified system.	1) Web-based, MIS will be developed and working

Strategy 1: Web enable the self administered assessment software and make available to both public and private, licensed treatment programs.		
Action Steps	**Person Accountable**	**Completion Date**
Web enable adult ASI software (with the patient placement criteria).	Michelle Jenson	Fall 2002
Develop adolescent CASI (adolescent assessment) and make available on-line.	Michelle Jenson	Spring 2003
Provide on-line training for the use of both assessment tools.	Rick Birrell	Spring 2003

Strategy 2: Develop in conjunction with DMH and LSAAs, a web-based MIS system that will be used system-wide.		
Action Steps	**Person Accountable**	**Completion Date**
Chair MIS development and systems specifications process.	Rick Birrell	Fall 2002
Work with LSAAs and DMH to develop MIS software using an existing state owned database such as Echart of SAFE.	Rick Birrell	Winter 2002

Strategy 3: Develop a web-based prevention system MIS.		
Action Steps	**Person Accountable**	**Completion Date**
Develop a web-based prevention reporting system that will focus on statewide management of prevention services.	Rick Birrell	Fall 2002

OUTCOME 4

Reduce the Stigma Associated with Addiction.

Person Responsible: P. Fleming   **Achievement Date: December 2004**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
Addiction will be viewed as a brain disease	

Strategy 1:	Work with community-based groups made up of parents, health care professionals, and recovering individuals in order to develop a general awareness of the disease of addiction.		
Action Steps		**Person Accountable**	**Completion Date**
Participate with the Callister Foundation in its efforts to coordinate public and private sector initiatives.		R. Bachman	Dec 2003
Develop a Recovering Community Network.		S. Wilkinson, DDS & R. Bachman	Spring 2003
Strategy 2:	**Develop a strategic plan with the U's Addictions Research and Education Center (AREC) that will provide a foundation for AREC's mission.**		
Action Steps		**Person Accountable**	**Completion Date**
Serve on the AREC Advisory Board.		R. Bachman	On-going
Secure federal funding for components of AREC's strategic plan.		R. Bachman	Spring 2003
Strategy 3:	**Develop a primary care physician's training program focusing on substance abuse identification, treatment and referral.**		
Action Steps		**Person Accountable**	**Completion Date**
Develop in conjunction with the State Board and AREC a two-day physician introduction to substance abuse treatment		AREC	Fall 2002
Conduct the first physician seminar		AREC	Winter 2003

OUTCOME 5

Create an Awareness that Substance Abuse Services add Value to Utah's Communities.

Person Responsible: Mary Lou Emerson   **Achievement Date: December 2004**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS

Strategy 1:	Work with the business community through the Callister foundation, Recovery community network, and AREC to provide workplace prevention, intervention and treatment services to employees.		
Action Steps		**Person Accountable**	**Completion Date**
Develop an employer-based public awareness program focused on investing in people and Utah's workforce		AREC Associate Dir	Winter 2004

DIVISION OF SUBSTANCE ABUSE & MENTAL HEALTH
Mental Health

OUTCOME 1

Strategic Plan—Develop a Strategic Plan for the Division of Mental Health and the public mental health system that will Guide our Work for the next 1000 days.

Person Responsible: Randall Bachman   **Achievement Date: September, 2002**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) Comprehensive Plan Developed	1) Plan reviewed by key stakeholders for input and feedback. 2) Plan reviewed and approved by DHS Administration. 3) Plan adopted by Mental Health Board.

Strategy 1:   Get input from key stakeholders on goals and priorities of the public mental health system.

Action Steps	Person Accountable	Completion Date
Distribute survey to key stakeholders	R.Bachman	Done
Hold strategic planning event/dinner	R. Bachman	May 7, 2002
Analyze results and incorporate into Plan	R. Bachman	Sept 2002

Strategy 2:   Distribute plan to key stakeholders and provide periodic updates.

Action Steps	Person Accountable	Completion Date
Distribute Plan	R. Bachman	Oct 2002
Provide periodic updates	R. Bachman	Every 6 months

OUTCOME 2

Develop an Olmstead Plan for the Division of Mental Health

Person Responsible: Randall Bachman   **Achievement Date: October 2002**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
Olmstead plan developed	1) Plan reviewed by key stakeholders for input and feedback. 2) Plan reviewed by the Olmstead Advisory Committee. 3) Plan reviewed and approved by DHS administration and the Governor's Office. 4) Plan endorsed by the Mental Health Board. 5) Recommendations of the plan are translated into action.

Strategy 1:	Contract with a qualified consultant or professional group to assist with the development of the Olmstead Plan.		
Action Steps		**Person Accountable**	**Completion Date**
Award Contract to qualified vendor.		R. Bachman	April 2002
Meet with the Mental Health Planning Council to begin the Olmstead Planning process.		A. Keller (TriWest)	April 2002
Gather information on assessments and evaluation.		A. Keller	June 2002
Schedule and conduct a series of key stakeholders meetings throughout the state.		A. Keller	Aug 2002
Coordinate efforts with the Center for Mental Health Services and their contractors.		J. Chilton	Ongoing
Strategy 2:	**Use stakeholder input to develop the Olmstead plan.**		
Action Steps		**Person Accountable**	**Completion Date**
Plan drafted and reviewed by the Division.		A. Keller	Sept 2002
Plan reviewed by DHS and the Governor's Office.		R. Bachman	Sept 2002
Update on the plan given to the Olmstead Advisory Council.		R. Bachman/ A. Keller	Sept 2002
Plan endorsed by the Mental Health Board.		R. Bachman	Oct 2002

OUTCOME 3

Review of Civil Commitment Statute

Person Responsible: Abel Ortiz   **Achievement Date: December 2002**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
The Civil Commitment Statute will either be revised or not after a thorough review by the Legislative Task Force on Civil Commitment with input from the Division and other key stakeholders	1) DMH provides useful and accurate information to the task force. 2) If warranted, recommended changes to the statute are drafted. 3) A thorough review is made by the task force. 4) If recommended, appropriate legislation is drafted and passed.

Strategy 1:	Provide appropriate input into the Civil Commitment Task Force deliberations.		
Action Steps		**Person Accountable**	**Completion Date**
Prepare and distribute background material for task force.		J. Chilton	May 2002 (done)
Provide testimony to the task force.		R.Bachman/ M.Anderson	May 2002
Follow up with questions and issues raised by the task force. Assist legislative and general council staff.		A. Ortiz	Nov 2002

Strategy 2:	Determine DMH's position on whether or not a change in statute is needed.		
Action Steps		**Person Accountable**	**Completion Date**
Review current statute to determine whether or not the concerns raised by the advocates are due to the statute itself or to the way it is being interpreted by the Community Mental Health Centers or the Courts.		A. Ortiz	June 2002
Develop recommendations for a change in statute, or a rationale for not changing it.		A. Ortiz	July 2002
If appropriate, identify needed changes in center practices or court procedures.		A. Ortiz	July 2002
Work with the centers and courts to adopt needed changes.		A. Ortiz	Dec 2002

OUTCOME 4

Address the state-local authority partnership issues.

Person Responsible: Randall Bachman   **Achievement Date: December 2002**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
The roles and responsibilities of the different levels of government will be clarified and will result in improved client service throughout the system.	1) DMH provides useful and accurate information to the Task Force on State and Local Relations. 2) If appropriate, DMH staff will draft recommended changes to the statute. 3) A thorough review is made by the task force. 4) If recommended, appropriate legislation is drafted and passed.

Strategy 1:	Provide appropriate input into the Task Force on State and Local Relations		
Action Steps		**Person Accountable**	**Completion Date**
Prepare and distribute background material for the task force.		J. Chilton	June 2002
Provide testimony to the task force.		R. Bachman	May 2002
Follow up with questions and issues raised by the task force. Assist legislative and general council staff.		A. Ortiz	Nov 2002

Strategy 2:	If the local authority model is affirmed, work to strengthen the connection between the Division and Department and the local authorities.		
Action Steps		**Person Accountable**	**Completion Date**
DMH staff outreach to local authorities.		R. Bachman/ S. Elam	Dec 2002
Develop key county commissioner (or designee) contacts.		R. Bachman/ S. Elam	Dec 2002
Provide training to the key contacts on the public mental health system, and the roles of the state and counties.		S. Elam/ other assigned DMH Staff	Dec 2003

OUTCOME 5

Collaborate with Other DHS Divisions to Develop Unified Plans and Services.

Person Responsible: Randall Bachman,   Achievement Date: December 2004
**   Abel Ortiz**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
Collaboration with sister agencies will result in a more comprehensive, coordinated and effective service delivery system for the benefit of clients, families and communities	1) Multi-agency case plans are developed and implemented. 2) Collaboration between Divisions on Management Information Systems.

Strategy 1:	**Expand the lessons learned from the Utah Frontiers Project and the Practice Model of DCFS to other areas of both child and adult services.**		
Action Steps		**Person Accountable**	**Completion Date**
Work with other DHS staff on a collaborative treatment and support plan format and process.		A.Ortiz/ M.A. Williams	June 2003
Provide training and support to move towards collaborative treatment and support planning.		A. Ortiz/ M.A. Williams	June 2003
Expand the concept of "Wraparound" services to adults.		R. Snarr	June 2003
Strategy 2:	**Collaborate with the Division of Youth Corrections on programs and services.**		
Action Steps		**Person Accountable**	**Completion Date**
If awarded, assist with the implementation of the mental health component of the Juvenile Offender Re-Entry grant.		M. Wang	Dec 2004
Strategy 3:	**Collaborate with the Community Mental Health Centers on transitional services for Seriously Emotionally Disturbed (SED) youth and young adults.**		
Action Steps		**Person Accountable**	**Completion Date**
If awarded, assist selected centers with the implementation of the transition grant.		M. Wang	Dec 2004
Strategy 4:	**Collaborate with the Division of Substance Abuse and the Community Mental Health Centers on the development of a comprehensive, coordinated management information system. (Project Title: Substance Abuse and Mental Health Information System (SAMHIS))**		
Action Steps		**Person Accountable**	**Completion Date**
Review the data requirements for both divisions, and identify a common data set and common procedures.		D. Geertsen/ C. Coulton	June 2002
Get "buy in" from the CMHC's.		R. Bachman in collaboration w/ P. Fleming	July 2002
Secure the technical assistance and resources to bring the SAMHIS program to reality.		R. Bachman in collaboration w/ P. Fleming	Dec 2002

OUTCOME 6

Revise Board Policies

Person Responsible: Randall Bachman,   **Achievement Date: December 2002**
                                    Abel Ortiz, Janina Chilton

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
Board policies will accurately reflect current statues and contemporary practices.	Board policies will be revised to conform to current statutes.

Strategy 1: Review all Board policies.		
Action Steps	**Person Accountable**	**Completion Date**
Compile all board policies and distribute them to relevant DMH staff.	J. Chilton	Done
Each person assigned reviews their areas and drafts recommendations.	Assigned staff	July 2002
Review recommended revisions with DHS staff	J. Chilton	Aug 2002
Distribute recommendations to CMHC's and other providers for feedback	J. Chilton	Sept 2002
Present final recommendations to the Board for adoption	R. Bachman	Oct 2002

Strategy 2: Get public comment and rules committee endorsement.		
Action Steps	**Person Accountable**	**Completion Date**
Organize the public comment meetings if necessary.	J. Chilton	Nov 2002
Make final recommendations to the Rules committee.	R. Bachman/ A. Ortiz	Dec 2002

OUTCOME 7

Re-align Existing Resources to Improve or Expand Services to Severely and Persistently Mentally Ill (SPMI) Adults

Person Responsible: Abel Ortiz, Mark Payne,   **Achievement Date: December 2004**
                                    Robert Snarr

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) SPMI Adults will have a broader range of appropriate community-based treatments and support to enable them to live in the community successfully. 2) When possible, new medications and treatments will be implemented to help SPMI Adults mitigate or even recover from their mental illness.	1) More appropriate community based options will be available. 2) New generations of psychotropic medications and appropriate therapies will be available.

Strategy 1: Develop long term care options in the community and possibly at USH.		
Action Steps	**Person Accountable**	**Completion Date**
Survey the state to inventory current long-term care options	M. Payne	Dec 2002
Form a long-term care task force	A. Ortiz/ M. Payne	Sept 2002
Follow through with recommendations from task force	A. Ortiz/ M. Payne/ R. Snarr	Dec 2004

Strategy 2: Re-align resources to develop more Assertive Community Outreach or PACT-like teams in the state.		
Action Steps	**Person Accountable**	**Completion Date**
Implement federal PACT planning grant	R. Snarr	June 2003
Identify action steps and strategies to re-align current resources to develop more Assertive Community Outreach	R. Snarr	June 2003
Each CMHC will have some form of Assertive Community Outreach or PACT-like team	R. Snarr	Dec 2004

Strategy 3: Employment options will be expanded for SPMI Adults		
Action Steps	**Person Accountable**	**Completion Date**
Survey current system to determine the numbers and percentages of SPMI Adults who are employed	R. Snarr/ D. Geertsen	Sept 2002
Work with the Clubhouses and other supported employment programs to increase the number of SPMI Adults who are employed by 25%	R. Snarr	Dec 2004

Strategy 4: Improve the tracking and monitoring of the mentally ill who are committed.		
Action Steps	**Person Accountable**	**Completion Date**
Survey CMHC's to determine how commitments are being tracked currently	A. Ortiz/ D. Geertsen	Sept 2002
Assess whether or not the current system of tracking and monitoring is adequate	A. Ortiz	Oct 2002
Develop and implement improvements as needed, including what information should be reported to the Division	A. Ortiz	Jan 2003

Strategy 5: Expand housing options for SPMI Adults		
Action Steps	**Person Accountable**	**Completion Date**
Identify and quantify the current housing need	R. Snarr	Sept 2002
Form a housing committee to develop and implement recommendations to expand housing options	R. Snarr	Jan 2003
Implement recommendations so that there is a 25% improvement in housing conditions for the mentally ill.	R. Snarr	Dec 2004

Strategy 6: Re-vamp the PASSAR screening program to assure that the mentally ill are not inappropriately placed in nursing homes and that they get the specialized services they need.		
Action Steps	**Person Accountable**	**Completion Date**
Re-align the current contracts to assure that the PASSAR process is efficient and effective	A. Ortiz	July 2002
Provide training to PASSAR staff to assure consistency and adherence to the regulations	A. Ortiz	Ongoing
Implement new PASSAR process using existing core DMH and USH staff when possible	A. Ortiz/ R. Snarr	July 2002

Strategy 7:	Expand self-help and mutual aid programs for the mentally ill and their families.		
Action Steps		**Person Accountable**	**Completion Date**
Work with NAMI-Utah, the Consumer Council, and other groups on expanding current self-help programs		A. Ortiz/ M. Anderson	Jan 2003
Work with CMHC's to assure that center staff are trained in self-help options and refer clients to them		A. Ortiz/ M. Anderson	Jan 2003
Self-help and mutual aid programs will expand statewide by 50%		A. Ortiz/ M. Anderson	Dec 2004

Strategy 8:	Assure that appropriate medications are being given to mentally ill adults.		
Action Steps		**Person Accountable**	**Completion Date**
Expand knowledge gained from the Texas Algorithm program to the CMHC's statewide		A. Ortiz/ R. Spencer	Nov 2002
In collaboration with the state medicaid program, study the issue of Poly-pharmacy and develop recommendations for the medical community		R. Spencer	Jan 2003

OUTCOME 8

Re-align Existing Resources to Improve or Expand Services to Severely Emotionally Disturbed (SED) Children

Person Responsible: Abel Ortiz, Mary Ann Williams, Ming Wang   **Assignment Date: December 2004**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) SED Children will have a broader range of appropriate community-based treatments and support to enable them to live with their families and in the community successfully. 2) Pediatricians and family physicians will be better able to treat and support SED children in consultation with professional mental health staff.	1) More appropriate community based options and wraparound services will be available. 2) There will be closer collaboration between pediatricians and family physicians and professional mental health staff on SED children and families.

Strategy 1:	Re-align existing resources to develop wraparound services proven effective through the Frontiers Project model.		
Action Steps		**Person Accountable**	**Completion Date**
Using the evaluation and lessons learned from the Frontiers Project, develop a report that outlines recommendations and implications for children's mental health services throughout the state		A. Ortiz/ M.A. Williams	Jan 2003
Work closely with the CMHC's and other stakeholders to develop a transition plan for children's mental health services		A. Ortiz	June 2003
Implement plan recommendations so that there is a wraparound program in every CMHC in the state that serves SED children and families		A. Ortiz	Dec 2004

Strategy 2:	Collaborate with other DHS agencies to develop services for multi-agency youth.		
Action Steps		**Person Accountable**	**Completion Date**
Make recommendations to DHS regarding a Unified Plan		A. Ortiz	Sept 2002
Participate in case collaborations and multi-agency staffings on DHS custody cases and issues		A. Ortiz/ M. Wang	Ongoing

Strategy 3:	Develop a system to work with family physicians and pediatricians on youth with selected diagnoses.		
Action Steps		**Person Accountable**	**Completion Date**
Write Casey Grant to implement collaborative service program for ADHD youth		A. Ortiz	Aug 2002
Develop a process to allow CMHC's to provide consultation to family physicians and pediatricians and be reimbursed by medicaid		A. Ortiz	Dec 2002
Expand concept to youth with depression		A. Ortiz	Dec 2003
Expand concept to youth with anxiety disorders		A. Ortiz	Dec 2004
Strategy 4:	Train families of SED youth to be their own case managers.		
Action Steps		**Person Accountable**	**Completion Date**
Collaborate with advocacy organizations—Allies With Families, LINCS, and others to develop a plan to train families on how to be their own case managers		A. Ortiz/ M. Wang	Jan 2003
Implement the above plan		M. Wang	Dec 2003
Strategy 5:	Expand self-help and mutual aid programs for the mentally ill and their families.		
Action Steps		**Person Accountable**	**Completion Date**
Collaborate with advocacy organizations above and others to develop a plan to train youth and families on self-help and mutual aid		M. Wang	Jan 2003
Implement the above plan		M. Wang	Dec 2003

OUTCOME 9

Expand Consumer and Family Involvement and in Public Mental Health

**Person Responsible: Abel Ortiz/Martha   Achievement Date: December 2004
                   Anderson/Ming Wang**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) Consumers will direct their own lives, including treatments and interventions, to the extent they are able. 2) Consumer and Family involvement will be seen as a critical component to mental health recovery in the professional community. 3) Treatment and services will be delivered by culturally competent staff that are sensitive to the cultural differences and can adapt to meet the needs of diverse communities	1) The number of consumers having psychiatric advanced directives will be expanded. 2) Consumer evaluations will demonstrate a significant increase in the number of professions referring consumers to self-help or family education and advocacy programs. 3) Guidelines and training materials are developed on how to engage consumers and family members as partners in the treatment process. 4) Each CMHC and the Utah State Hospital will have a cultural competence plan.

Strategy 1:	Psychiatric Advanced Directives will be expanded state-wide		
Action Steps		**Person Accountable**	**Completion Date**
Determine method of dissemination for existing Advanced Directives		A. Ortiz/ M. Anderson	Sept 2002
Educate consumers on their choices and options with Advanced Directives		M. Anderson	Ongoing

Strategy 2:	Expand consumer and family involvement state-wide		
Action Steps		**Person Accountable**	**Completion Date**
Develop consumer liaisons in each CMHC		M. Anderson	June 2003
Provide ongoing training and support to the above		M. Anderson	Ongoing
Strategy 3:	Educate the professional community on the effectiveness of consumer and family involvement		
Action Steps		**Person Accountable**	**Completion Date**
Identify state of the art models for consumer involvement and empowerment		M. Anderson	Oct 2002
Develop a process to collaborate with consumers and families and professionals on educating the professional community on these issues		A. Ortiz/ M. Anderson	March 2003
Strategy 4:	Assure cultural competency plans are developed state-wide		
Action Steps		**Person Accountable**	**Completion Date**
Review each CMHC's cultural competency plan and make suggestions for revisions or improvements		M. Wang	Dec 2002
Work with USH staff on developing a cultural competency program and plan		M. Wang	Dec 2002
Provide training on cultural competency		M. Wang	Ongoing
Get feedback from the Cultural Competency Committee on improvements and training needed		M. Wang	Annually

OUTCOME 10

Promote Evidence-based and Best Practices

**Person Responsible: Abel Ortiz, Robert   Achievement Date: December 2004
Snarr, Ming Wang**

DEFINITION OF SUCCESS	**INDICATORS TO BE USED TO DEMONSTRATE SUCCESS**
1) Practice in the field will be based on the best available science and best practice standards that are consistent with human services values and ethics. 2) Staff and advocates in the public mental health system will have access to the Best Practice Guidelines.	1) The Quality of Care reviews will reveal substantial compliance with the Best Practice Guidelines. 2) Changes to the Best Practice Guidelines will be updated regularly and available in hard copy and over the internet at the DMH website.

Strategy 1:	Review and revision of Best Practice Guidelines		
Action Steps		**Person Accountable**	**Completion Date**
In collaboration with the Clinical Services Committee, review and revise preferred practice guidelines for adults and children		A. Ortiz/ R. Snarr/ M. Wang	Ongoing
Develop a process for the modification and updating of guidelines as proven new treatments are developed		A. Ortiz	Dec 2002
Develop an appeal process for those wishing to challenge a practice or guideline		A. Ortiz	Dec 2002

Strategy 2: Update and Disseminate Best Practice Guidelines		
Action Steps	**Person Accountable**	**Completion Date**
Periodic revisions will be updated over the Internet at DMH's website	R. Snarr	Ongoing
Hard copies of guidelines will be available	R. Snarr	Ongoing

OUTCOME 11

Address funding issues in an era of fewer resources.

Person Responsible: Randall Bachman, Tammy Stewart   **Achievement Date: December 2004**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) Re-align resources in accordance with funding statutes and rules. 2) Maintain resources for core services. 3) Assure that public funds are spent in accordance with priorities.	1) Funding formula is updated and applied annually according to statute and rule. 2) Funding reductions are made away from priority populations and services that protect the vulnerable and provide public safety. 3) Audits will reveal that providers are spending public funds in accordance with legislative, department, and board policy.

Strategy 1: Implement the revised funding formula.		
Action Steps	**Person Accountable**	**Completion Date**
After public comment period, board adopts or modifies the formula	R. Bachman	July 2002
Funds are distributed according to formula	T. Stewart	Ongoing
If necessary, funding reductions are made by applying the formula	T. Stewart	Ongoing

Strategy 2: Focus on priority populations and essential services.		
Action Steps	**Person Accountable**	**Completion Date**
Forward input from the Clinical Services Committee to the Board	R. Bachman	July 2002
Board reviews input and re-affirms or modifies Policy 14 as necessary	R. Bachman	Aug 2002
Work with Medicaid to explore whether or not the scope of services needs to be modified in light of current funding realities	R. Bachman	Sept 2002
Work with Medicaid, DHS staff , the local authorities and providers to address the Medicaid match dilemmas	R. Bachman/ T. Stewart	Oct 2002

Strategy 3: Explore additional waiver programs.		
Action Steps	**Person Accountable**	**Completion Date**
Work with Medicaid on the Children's Waiver. If a decision is made to pursue the waiver, work with Medicaid to make application.	A. Ortiz	Oct 2002
Explore other potential waivers for priority populations	A. Ortiz/ R. Bachman	Ongoing

Strategy 4: Review financial audits of CMHC's and other providers		
Action Steps	**Person Accountable**	**Completion Date**
Develop process to provide assurance that CMHC's and other providers financial audits direct services to priority populations and core services	T. Stewart/ S. Elam	Aug 2002
Review audits and provide feedback. Direct changes as necessary	S. Elam	Ongoing

Strategy 5:	Explore additional funding options		
Action Steps		**Person Accountable**	**Completion Date**
Develop guidelines on applying for grants or other resources that will focus on our priorities or make improvements without a commitment of additional state or local dollars		R. Bachman	July 02
Pursue funding that meets the above criteria if we can do so within our capacity and if there is a reasonable chance for success		R. Bachman	Ongoing

OUTCOME 12

Improve the public image of mental health services.

Person Responsible: Randall Bachman,   **Achievement Date: December 2004**
                 Janina Chilton

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) Receiving mental health services will carry no more stigma than receiving physical health services. 2) There will be an increased understanding on the part of the public that mental illness is a brain disease, and that there are effective treatments.	1) Current outcome measures will demonstrate the effectiveness of mental health treatment. 2) In collaboration with advocacy and support groups, DMH will provide accurate and timely information to the media, community groups, and in other public forums. 3) Surveys of the general public will demonstrate an increased knowledge of mental illness and a reduction in stigma of the mentally ill.

Strategy 1:	Collaborate with advocacy and support groups on a media campaign		
Action Steps		**Person Accountable**	**Completion Date**
Review current state-wide efforts and develop a report with recommendations		J. Chilton	Jan 2003
Develop process to exchange information and to determine the best way to get the message out to the general public. Consider the internet and other relevant technologies.		J. Chilton	Jan 2003
Develop a plan for assisting the local authorities and providers with the May mental health month campaign		J. Chilton/ R. Bachman	May 03
Strategy 2:	Work with the local providers to improve customer service		
Action Steps		**Person Accountable**	**Completion Date**
Review current practices and develop recommendations		R. Bachman	Jan 2003
Review DMH's process of handling complaints and concerns.		R. Bachman/ J. Chilton	Jan 2003
Develop brief assessment and limited service model in collaboration with other divisions		R. Bachman/ A. Ortiz	Jan 2003
Strategy 3:	If funding is available, support a public opinion survey of mental health services		
Action Steps		**Person Accountable**	**Completion Date**
Work with key stakeholders to develop a consensus for the survey		R. Bachman	Jan 2003
Explore funding for the survey		R. Bachman	Jan 2003
If funded, contract with a reputable firm to conduct and analyze the survey		R. Bachman	Sept 2003

OUTCOME 13

Develop a strategic plan which will guide the future direction of the Utah State Hospital

Person Responsible: Mark Payne   **Achievement Date: January 2003**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) USH will have a clear mission and direction 2) There will be consensus within the system on the mission and direction of USH 3) Within their capacity, USH staff will provide technical assistance and support to other human service agencies.	1) The issue of whether or not USH continues as an intermediate primary treatment facility or expands its mission to include acute and long term care will be resolved. 2) Stakeholders in the system will understand the eligibility criterion and USH's primary mission. 3) Technical assistance provided will result in more appropriate care and treatment of the mentally ill regardless of the setting.

Strategy 1:	**Develop and implement a strategic planning process**		
Action Steps		**Person Accountable**	**Completion Date**
Draft a report on a strategic planning process that includes involvement from key stakeholders		M. Payne	Oct 2002
Implement the planning process		M. Payne	April 2003
Identify implementation steps and strategies		M. Payne	May 2003

Strategy 2:	**Address the key mission and function of the hospital**		
Action Steps		**Person Accountable**	**Completion Date**
Develop background paper on how and why USH became an intermediate care facility		M. Payne	Oct 2002
Recommend a process that includes key stakeholders that will address this issue in collaboration with the strategic planning process		M. Payne	Oct 2002
Follow up with recommendations		M. Payne	Jan 2003

Strategy 3:	**Provide technical assistance and services to mentally ill in the care or custody of other agencies**		
Action Steps		**Person Accountable**	**Completion Date**
Identify what technical assistance and expertise is available		M. Payne	Aug 2002
Explore the possibility of providing services to mentally ill youth at Slate Canyon		M. Payne/ A. Ortiz	Aug 2002
Provide mental health professionals to assist with the PASSAR reviews		M. Payne/ A. Ortiz	July 2002
Explore other possibilities to provide services, technical assistance or training		M. Payne	Jan 2003

OUTCOME 14

Provide regulation and oversight to the public mental health system

Person Responsible: Abel Ortiz, Robert Snarr, Ming Wang, Steve Elam   **Achievement Date: Ongoing**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) CMHC's and other providers are in compliance with regulations, particularly the requirements of HB 102 2) CMHC's treatment practices are in line with the Best Practice Standards for both adults and children. 3) CMHC's are in compliance with Medicaid regulations	1) Monitoring reviews will demonstrate substantial compliance. 2) Quality of care reviews will demonstrate substantial compliance. 3) DMH is designated as the External Quality Care Organization (EQRO) for Medicaid

Strategy 1: Develop and implement a compliance monitoring process.		
Action Steps	**Person Accountable**	**Completion Date**
Develop a monitoring calendar for FY 03.	S. Elam	June 2002
Conduct monitoring reviews.	S. Elam	June 2003
Follow up with correcting deficiencies and recommendations for improvement.	S. Elam	Ongoing
Provide necessary training and technical assistance to local mental health authorities, CMHC's and other providers.	S. Elam	Ongoing
Provide reports to local authority boards, Medicaid, and other regulatory bodies on compliance.	S. Elam	Ongoing

Strategy 2: Develop and implement a quality of care review process for adults and children.		
Action Steps	**Person Accountable**	**Completion Date**
Develop a qualify of care review calendar in coordination with monitoring for FY 03.	A. Ortiz	June 2002
Conduct monitoring reviews.	A. Ortiz/ M. Wang R. Snarr	June 2003
Follow up with correcting deficiencies and recommendations for improvement.	A. Ortiz	Ongoing
Provide necessary training and technical assistance to local mental health authorities, CMHC's and other providers.	A. Ortiz	Ongoing
Provide reports to local authority boards, Medicaid, and other regulatory bodies on compliance.	A. Ortiz	Ongoing

Strategy 3: Become the EQRO for Medicaid		
Action Steps	**Person Accountable**	**Completion Date**
Determine process for becoming the EQRO.	A. Ortiz	June 2002
If necessary, support changes in draft regulations.	A. Ortiz	June 2002
Determine additional staffing and resources needed (EQRO's receive a 75% federal match).	A. Ortiz	Sept 2002
Develop plan for start-up year.	A. Ortiz	Oct 2002
Begin EQRO process.	A. Ortiz	Oct 2003

OUTCOME 15

Provide accurate and timely management data and quality mental health research and evaluation

**Person Responsible: Denny Geertsen,   Achievement Date: Ongoing
                       Craig Colton**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) Data is used to manage Division and Department programs and shape public policy. 2) Program evaluation leads to more efficient and effective services	1) Providers submit accurate information on a timely basis. 2) Research and evaluation will be coordinated with national and regional standards. 3) CMHC's and other providers are using standard outcome measurements and processes. 4) Evaluation data is coordinated with clinical practices to provide for constant quality improvement

Strategy 1: Use mental health data in strategic planning.		
Action Steps	**Person Accountable**	**Completion Date**
Develop power point presentation to summarize mental health data to be used in strategic planning.	D. Geertsen/ C. Colton	Done
In collaboration with national (NRI), and regional (WICHE) organizations, identify key indicators and benchmarks that will demonstrate the effectiveness of mental health treatments and interventions.	D. Geertsen/ C. Colton	Oct 2002
Identify key issues and emerging trends and analyze their implications for mental health services and public policy .	D. Geertsen	Ongoing

Strategy 2: Collaborate with DSA and Medicaid on developing a common data set and MIS program (SAMHIS project).		
Action Steps	**Person Accountable**	**Completion Date**
Work with other agency staff to identify common data elements and reporting requirements.	D. Geertsen	June 2002
Collaborate with DHS and other state IT staff to develop the project.	D. Geertsen	Jan 2003
Collaborate with CMHC's and other providers on the project and involve them as appropriate.	D. Geertsen	Ongoing

Strategy 3: Provide evaluation and quality improvement data to program and clinical staff		
Action Steps	**Person Accountable**	**Completion Date**
Analyze current outcome measures and processes and make recommendations for changes or improvements.	D. Geertsen	Jan 2003
Provide timely and accurate outcome data to be integrated into the quality improvement process.	D. Geertsen	Ongoing
Recommend program and clinical improvement recommendations as a result of the 16 state project.	C. Colton	Jan 2003
Publish annual data and outcomes technical report.	D. Geertsen C. Colton	Sept 2002

Strategy 4:	Develop an annual report for the Division that can be understood by non-mental health professionals.		
Action Steps		**Person Accountable**	**Completion Date**
Develop an outline for an annual report covering FY02 and review recommendations with supervisor and director.		D. Geertsen	July 2002
Pull together necessary information for the report.		D. Geertsen/ C. Colton	Sept 2002
Report is reviewed and accepted by the director, published and disseminated—also posted on the DMH website.		D. Geertsen	Oct 2002

OUTCOME 16

Expand the use of technology in the delivery of mental health services

Person Responsible: Denny Geertsen,   Achievement Date: December 2004
Robert Snarr,
Ming Wang, Mark Payne

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) Citizens can receive timely and accurate information on Utah's public mental health system through the internet 2) Direct client services in can be provided through telemedicine 3) Information about USH patients and procedures can be accessed electronically	1) DMH website up and current 2) Telemedicine is expanded to remote areas or to provide specialized mental health services 3) Complete implementation of electronic chart, including bringing online treatment plans, doctor ordering, imaging, lab, and the structured progress note

Strategy 1:	DMH Website updated and accessible to all.		
Action Steps		**Person Accountable**	**Completion Date**
Update the website.		R. Snarr	Done
Develop a process for updates and revisions.		D. Geertsen	Oct 2002
Update site on a quarterly basis.		D. Geertsen	Quarterly

Strategy 2:	Expand telemedicine to remote areas and to provide specialized services.		
Action Steps		**Person Accountable**	**Completion Date**
Re-assess current telemedicine efforts.		M. Wang	Sept 2002
Develop an updated plan for the dissemination and implementation of telemedicine.		M. Wang	Jan 2003

Strategy 3:	Complete the implementation of e-chart.		
Action Steps		**Person Accountable**	**Completion Date**
Identify resources and actions needed to complete e-chart.		M. Payne	Sept 2002
Complete the implementation.		M. Payne	June 2003

DIVISION OF YOUTH CORRECTIONS

OUTCOME 1

The Division of Youth Corrections will improve its comprehensive service delivery system within the framework of the Balanced and Restorative Justice Model (BARJ).

Person Responsible: Blake Chard   **Achievement Date: October 2005**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) Youth will receive services in the most appropriate setting as determined by a risk and needs assessment and will receive the appropriate level of supervision. 2) Youth will participate in an appropriate transition plan back to their communities. 3) DYC will have a program evaluation process to continually improve effectiveness. 4) DYC will integrate Youth Services into its continuum of services.	1) Length of stay within DYC will decrease as appropriate services and supervision are rendered. 2) Decreased recidivism, increased public safety. 3) Measured, increased competency development of youth exiting DYC. 4) Program and youth accountability are defined and measured.

Strategy 1: DYC will adopt a uniform definition of the BARJ Model.		
Action Steps	**Person Accountable**	**Completion Date**
DYC administration identifies a definition of what BARJ means to the Division.	Blake Chard	Aug 31, 2002
Train staff to the definition statewide conferences.	Sharon Osborne	Aug 31, 2002
Train private provider (contracted services) on the model.	Dan Maldonado	Oct 31, 2002
Require program services (DYC and contracted) to implement BARJ model into the service delivery system.	Dan Maldonado	July 1, 2003
Train stakeholders to DYC service delivery system in relationship to the BARJ model.	Blake Chard	Dec 31, 2002

Strategy 2: Youth Corrections will develop a program evaluation model.		
Action Steps	**Person Accountable**	**Completion Date**
Pilot site models to be identified and data collection process initiated.	Cecil Robinson	June 30, 2002
Establish and implement program evaluation models into all existing state operated programs and services.	Cecil Robinson	Dec 31, 2003
Through the contracting process, private providers will be required to develop and implement a program evaluation consistent with DYC guidelines.	Dan Maldonado, Case Management, and Quality Assurance	July 1, 2003
Publish outcomes.	John DeWitt	Dec 31, 2004
Service delivery system will be enhanced based on outcomes.	Division Admin Team	Ongoing

Strategy 3:	Develop a Graduated Sanctions model around the BARJ model to insure the successful integration of youth into the community.		
Action Steps		**Person Accountable**	**Completion Date**
Refine the graduated sanctions model for services needed in the DYC continuum of services to include a valid Risk & Needs Assessment, proper placement, transition services, and utilization of FFPRS skills.		Bryan PoVey	Sept 1, 2002
Train staff in the use of FFPRS techniques and the Risk and Needs Assessment tool to insure uniform application.		Sharon Osborne	Sept 30, 2002
Implement the use of the Risk and Needs Assessment to consistently select appropriate services for the youth.		Risk & Needs Assessment Committee	Oct 1, 2002
Identify gaps and redirect resources in the DYC continuum of services.		Dan Maldonado	Ongoing
Move ICAP from Wasatch Youth Center to a standalone facility.		Ron Harrell	Sept 2002
Develop an Aftercare Program model involving outside agencies (Vocational Rehabilitation, DWS, Substance Abuse and Mental Health) to assist the youth in returning to the community from DYC custody.		Ron Harrell, Odell Erickson and Randy Gangwer	July 2003
Strategy 4: Youth Services will be integrated into DYC's existing continuum of services.			
Action Steps		**Person Accountable**	**Completion Date**
Convene a committee to develop a plan for integration and application of Youth Services throughout the state.		Malcolm Evans and Gaby Anderson	Sept 15, 2002
Develop a training curriculum for Youth Services programs.		Malcolm Evans, Gaby Anderson, and Sharon Osborne	Oct 31, 2002
Determine a consistent method and instrument for data collection on Youth Services population.		Malcolm Evans, Gaby Anderson, and John DeWitt	Oct 31, 2002

OUTCOME 2

Enhance the quality, appropriateness, and effectiveness of contracting services, and access to such services, through the establishment of a broad base of study (evaluation) and through the promotion of improvements in contracting practices, including the prevention of non-compliance with State Procurement Code and Regulations.

Person Responsible: Pattijean Sanchez   **Achievement Date: June 30, 2005**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
DYC's timeliness in the delivery of clear, clean, error free contracts to its customers.	1) DYC stats are removed from BCM high-error list. 2) Clear, clean, error free contracts from DYC to BCM are consistently obtained. 3) Achievement of increasing percentage of performance goals in Annual Performance Plan or Evaluation. 4) Percentage improvement in customer satisfaction measured via surveys of customer groups.

Strategy 1: Support Improvements in Contracting Outcomes.		
Action Steps	**Person Accountable**	**Completion Date**
Study the end results of the contracting process outcomes on the consumer and the Contractor.	Pattijean Sanchez	Fall 2002
Develop tools for measuring outcomes and methods to effectively convey information about outcomes to DYC contracting customers.	Pattijean Sanchez and John DeWitt	Winter 2003
Focus on conditions that are common, expensive, and/or for which significant variations in practice or opportunities for improvement have been demonstrated.	Pattijean Sanchez and John DeWitt	Spring 2003
Focus on the type of delivery system or processes by which a contract is provided and the effects on outcomes.	Pattijean Sanchez	Summer 2003
Develop a system to ensure contracts are completed in a timely basis.	Pattijean Sanchez	Fall 2003

Strategy 2: Strengthen Quality Measurement and Improvement.		
Action Steps	**Person Accountable**	**Completion Date**
Develop and test measures of quality, as well as study the best ways to collect, compare, and communicate the data.	Pattijean Sanchez	Fall 2002
Develop and implement the knowledge required to understand and address the causes of non-compliance errors to increase contract quality.	Pattijean Sanchez	Winter 2002
Facilitate the use of the information in the Office of Community Programs, Office of Rural Programs, Office of Correctional Facilities and the DYC Administrative Office to determine the most effective ways to improve the contracting process quality, including promoting the use of the information on quality through a variety of strategies, such as information dissemination and assessing the impact on the consumer, the contractor, non-contracting DYC staff and financing.	Pattijean Sanchez and DYC statewide contracting staff	Summer 2003

Strategy 3:	Identify Strategies To Continue To Improve the DYC Contracting system.		
Action Steps		**Person Accountable**	**Completion Date**
Needs Assessment - Conduct assessments continuously to gather input on the gaps in the knowledge base and on the needs of consumers, contractors, DYC staff, and DYC and State policymakers.		Pattijean Sanchez and DYC contracting staff statewide	Summer 2005
Knowledge Creation – Support and conduct studies to produce knowledge needed to improve the contracting system.		Pattijean Sanchez and DYC contracting staff statewide	Fall 2003
Translation and Dissemination - Identify priority areas for improving the contracting process through integrating findings into practice and determine the most effective ways of doing it. Continue to synthesize and translate knowledge into tools that support customers in problem solving and decision making. Disseminate the knowledge and tools to appropriate audiences.		Pattijean Sanchez and DYC contracting staff statewide	Spring 2004
Evaluation – Create a feedback loop that depends on evaluation of the contracting process utility to the customer and contractor. Place increased emphasis on evaluation of the impact and usefulness of the contracting process. Use evaluation activities that assess process, outputs, and interim outcomes to assess the ultimate outcomes/impact of the contracting process on the customer and contractor.		Pattijean Sanchez and DYC contracting staff statewide	Summer 2004
Training – Invest in training and the support of statewide contracting staff in the DYC area offices. Commit to address non-compliance errors, rural area contract issues and to build effective, quality contracting capacity in the areas that have not traditionally been involved in evaluation of the contracting process, but are interested in developing their own evaluation infrastructure.		Pattijean Sanchez and DYC contracting staff statewide	Summer 2005

OUTCOME 3

Efficiency of Information Processes for Federal Revenue Management—our Division can more effectively reach its goals when internal federal revenue information processes are efficient.

Person Responsible: Tom Darais　　　　　　　　**Achievement Date: July 2005**

DEFINITION OF SUCCESS	**INDICATORS TO BE USED TO DEMONSTRATE SUCCESS**
1) Redundancy of CARE / Access data is eliminated. 2) FINET is updated based on USSDS payment history information without extensive intervention by the Federal Revenue Manager.	No duplicate data entry of CARE information in Access.

Strategy 1:	Eliminate the redundancy/double entry of CARE information that resides on both the CARE system and the Microsoft Access information system.		
Action Steps		**Person Accountable**	**Completion Date**
Meet with John and Holly to discuss the feasibility of cross loading CARE information into Access or using Access as a front end for CARE data, etc.		Tom Darais and John DeWitt	Summer 2002
In consultation with John DeWitt, identify the redundant fields and determine the best solution to eliminate redundancy.		Tom Darais and John DeWitt	Dec 2002
Obtain resources necessary to eliminate dual system redundancies (software and/or programmer resources).		Tom Darais	Dec 2003
Have redundancies eliminated either through user-friendly access to CARE system that interfaces with Access or through semi-automated CARE update to Access database.		Tom Darais	Dec 2004
Strategy 2:	Create a mechanism for routinely updating FINET based on USSDS payment histories so Federal IV-E draws can be "year-to-date" accurate (quarterly or semi-annually), inclusive of back--billing and back-credits.		
Action Steps		**Person Accountable**	**Completion Date**
For FY02, verify FINET with USSDS payment history information, making IV-E FINET cost adjustments as necessary.		Tom Darais	Summer 2002
Perform a second IV-E FINET cost update for the July through December period, posting adjusting entries as necessary.		Tom Darais	Jan 2003
Determine the best mechanism to use on a long term basis to update FINET based on USSDS payment history data; i.e., manual staff function, some type of semi-automation, specialized computer program, etc.		Tom Darais	July 2003
Obtain the resources necessary to create FINET update mechanism in accordance with strategy developed under action step #3 above.		Tom Darais	July 2004
Create and complete mechanism for routine FINET updates based on USSDS payment history data.		Tom Darais	July 2005

OUTCOME 4

Improve Forecasting Methodology

Person Responsible: Rick Platt   **Achievement Date:**

DEFINITION OF SUCCESS	**INDICATORS TO BE USED TO DEMONSTRATE SUCCESS**		
Forecasted revenues are within 5% of actuals	Title XIX & Title IVE collections		
Strategy 1:	Refine forecasting processes and reports to more accurately predict fiscal year-end status.		
Action Steps		**Person Accountable**	**Completion Date**
Account for client driven federal funds.		Rick Platt	November 2002

Strategy 2:	Develop method of identifying unbilled provider services. This will allow DYC to improve the forecast and to accurately set up fiscal year-end accruals. Will also allow DYC to establish procedures to resolve unbilled services from the providers.		
Action Steps		**Person Accountable**	**Completion Date**
Reconcile USSDS with outstanding 520's.		Rick Platt	June 2003
Account for all Services delivered and those not billed.		Rick Platt	June 2003
Strategy 3: Reconcile JJIS/CARE/USSDS client counts			
Action Steps		**Person Accountable**	**Completion Date**
Reconcile JJIS/CARE/USSDS client counts.		Fred Weidner	June 2003
Strategy 4: Refine management reports and models that compare program costs to standards.			
Action Steps		**Person Accountable**	**Completion Date**
Account for all pass-through expenditures.		Rick Platt	June 2003
Strategy 5: Create an Innerweb page for access to Division reports, data, etc.			
Action Steps		**Person Accountable**	**Completion Date**
Create an Innerweb page for access to Division reports, data, etc.		Rick Platt	June 2003

OUTCOME 5

Establish facility maintenance monitoring system.

Person Responsible: Fred Weidner   **Achievement Date:**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS		
All major building systems inventoried for maintenance & replacement scheduling & budgeting.	Computer database with acquisition dates, required maintenance required & when performed. Original costs, maintenance costs		
Strategy 1: Database established to accurately track building & system maintenance & replacement needs.			
Action Steps		**Person Accountable**	**Completion Date**
Inventory all buildings.		Fred Weidner	Oct 2002
Inventory & assess all major building systems.		Fred Weidner	Oct 2003
Strategy 2: Database established to accurately track building & system maintenance & replacement needs.			
Action Steps		**Person Accountable**	**Completion Date**
Design database to capture building elements.		Fred Weidner	Feb 2004
Design capability to download costs from Finet into database.		Fred Weidner	April 2004

OUTCOME 6

Data Tools. Effective program management requires reliable and user-friendly methods for collecting, analyzing, and reporting client information.

Person Responsible: John DeWitt   **Achievement Date: July 2004**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) Client information will be available to all DYC staff whose jobs require it.	1) Information requirements of different user groups (e.g., EP, DAT, Finance, Case Management, Detention, O&A, and Secure Care) will be met.
2) Users will be adequately trained in the use of data tools.	2) Users will demonstrate proficiency in the use of data tools after appropriate training.
3) Data tools will be user friendly.	3) Users will report that data tools are easy to use.

Strategy 1: **Make maximal use of the Division's existing information technology. Use the capacity designed into the Division's CARE information system to develop data tools for the collection, analysis, and reporting of client information.**

Action Steps	Person Accountable	Completion Date
Develop CARE data tools for the collection, analysis, and reporting of client data.	John DeWitt	July 2004

Strategy 2: **Maximize involvement of information users in the processes of developing, testing, and using data tools.**

Action Steps	Person Accountable	Completion Date
Collect data requirements by surveying and interviewing current and potential data users.	Jeff Wells	June 2003
Establish user groups to test the reliability and ease of use of new data tools.	Kent Karren	June 2004
Implement regular training of new staff in the use of data tools and provide refresher training for all users to ensure continued proficiency in the use of data tools.	Jeff Wells	Ongoing

OFFICE OF ADMINISTRATIVE SUPPORT

<table>
<tr><td colspan="3">OUTCOME 1

Complimentary Support Services—the delivery of human services can be improved when administrative support resources compliment overall program goals in an effective and efficient way.

Person Responsible: Bart Hopkin   Achievement Date: July 2005</td></tr>
<tr><td colspan="1">DEFINITION OF SUCCESS</td><td colspan="2">INDICATORS TO BE USED TO DEMONSTRATE SUCCESS</td></tr>
<tr><td colspan="1">1) Facility plans that reflect program needs, costs, efficiency, and security are evaluated, in place and being followed.</td><td colspan="2">1) The number of facilities completed and/or evaluated.
2) The number of planned facilities.
3) On time completions of leases.
4) Costs saved with new regional centers.</td></tr>
<tr><td colspan="1">2) Employees can better perform their duties when they feel safe and comfortable at work.</td><td colspan="2">1) Percent of employees who feel safe and comfortable at work.
2) Number of risk management training sessions.
3) Number of buildings with security measures in place.</td></tr>
<tr><td colspan="1">3) Business continuity plans enable Human Services to be rendered to clients during disasters and other problem times.</td><td colspan="2">1) Number of plans in place at all DHS locations.
2) Percent of those locations that exercise plans at least yearly.</td></tr>
<tr><td colspan="1">4) Employees can better perform their duties when they have access to general services that are reliable and meet their program needs.</td><td colspan="2">1) Number of vehicles operable for program impact and use.
2) Percent of vehicles fully utilized by program application and mileage.
3) Percent of mail delivered on time and accurately.
4) Percent of employees completing defensive driving classes during the past year.</td></tr>
<tr><td colspan="3">Strategy 1:   Establish and follow a facility Master Plan for the Utah State Developmental Center and other program areas that support the program services goals of Divisions/Offices/Institutions.</td></tr>
<tr><td>Action Steps</td><td>Person Accountable</td><td>Completion Date</td></tr>
<tr><td>Identify with Divisions areas for master planning efforts.</td><td>Lynn Samsel</td><td>July 2003</td></tr>
<tr><td>DSPD Board and Division/Department agree on a program philosophy and complete the Master Plan for the Developmental Center.</td><td>Lynn Samsel</td><td>July 2002</td></tr>
<tr><td>Prioritize and make project recommendations form the Department to DFCM/Building Board.</td><td>Lynn Samsel</td><td>Annually</td></tr>
<tr><td>Complete construction projects for program occupancy.</td><td>Lynn Samsel</td><td>Annually</td></tr>
<tr><td>On-line reports for all projects and facilities.</td><td>Lynn Samsel</td><td>July 2004</td></tr>
<tr><td colspan="3">Strategy 2:   Develop State owned Regional Service Centers in strategic locations.</td></tr>
<tr><td>Action Steps</td><td>Person Accountable</td><td>Completion Date</td></tr>
<tr><td>Identify with Divisions and Offices strategic locations for facilities.</td><td>Lynn Samsel</td><td>July 2003</td></tr>
<tr><td>Develop overall plan and timeline for each locations and obtain support/approval from Programs, DFCM/Building Board/Legislature.</td><td>Lynn Samsel</td><td>July 2003</td></tr>
<tr><td>Complete planning and construction of approved projects.</td><td>Lynn Samsel</td><td>Annually as outlined</td></tr>
</table>

Action Steps	Person Accountable	Completion Date
Complete moves of agencies to Regional Service Centers.	Lynn Samsel	Annually as outlined

Strategy 3:	Provide a safe work environment for DHS staff providing proper training and support to reduce risk.	

Action Steps	Person Accountable	Completion Date
Provide "violence in the Workplace training to Department Staff	Lynn Samsel	On-going
Conduct annual inspections of Department facilities to assess and reduce risk.	Lynn Samsel	June—each year
Issue a risk report to each Division/Office/Institution re. Facilities, risk reduction and training.	Lynn Samsel	June—each year

Strategy 4:	Establish statewide Department business continuity planning efforts to assure close cooperative working relationships with State Comprehensive Emergency Management and Homeland Security.	

Action Steps	Person Accountable	Completion Date
Establish a group that will develop a business continuity plan in each facility for all divisions and offices.	Dave Kreifeldt	July 2003
Coordinate all plans into a comprehensive Department plan that uses a common database that is accessible to all DHS employees through the Department Innerweb.	Dave Kreifeldt	July 2004
Provide training and exercise technology to all Divisions and Offices.	Dave Kreifeldt	Annually
Develop and administer a program to review and test DHS office business continuity and emergency response plans.	Dave Kreifeldt	July 2003
Develop, test and operate a statewide communications plan for the Department.	Dave Kreifeldt	July 2004
Develop and implement a statewide emergency reporting system that utilizes the Department Innerweb and includes information on latest "threat" levels, a mechanism for reporting and tracking emergencies, and a place for employees to receive the latest information on DHS services following an emergency.	Dave Kreifeldt	Dec. 2003

Strategy 5:	Provide accurate, useful and timely information to DHS customers and employees who seek independent responses concerning human services.	

Action Steps	Person Accountable	Completion Date
Develop and implement a database for use in analyzing DHS customer concerns relative to Department entities.	Dave Kreifeldt	July 2003
Update referral documents and sources	Dave Kreifeldt	Annually
Provide Divisions and Offices with information regarding number and types of calls which relate to their missions.	Pam Poulson	On-going

Strategy 6:	Provide vehicles that are cost efficient, meet program needs and satisfy State and Federal requirements.	

Action Steps	Person Accountable	Completion Date
In coordination with all agencies, outline vehicle requirements.	Lauri McCreary	Yearly
Coordinate with State Motor Pool vehicle program requirements to promote the purchases of vehicles which most closely align with such requirements.	Lauri McCreary	Yearly
Assist agencies with vehicle transfers from areas of low utilization to areas of high use.	Lauri McCreary	Yearly

Action Steps	Person Accountable	Completion Date
Reduce DHS vehicle count by 5% as per Legislative mandate—obtain baseline data, identify unneeded vehicles given mileage and program use.	Lauri McCreary	June 2003
5) Provide a report to all agencies regarding the number of employees who have completed defensive driving in the past year and the training that is available in this area.	Lauri McCreary	Yearly

Strategy 7: Provide quality mailroom, forms, parking and information desk services.		
Action Steps	**Person Accountable**	**Completion Date**
1) Assure that all offices are trained in proper mailroom safety procedures. Update available information.	Lauri McCreary	Annually
2) Conduct a customer satisfaction survey re. the information desk, mailroom and other general services.	Lauri McCreary	June 2003
3) Modify services to reflect customer input	Lauri McCreary	Dec. 2004
4) Coordinate all mail information to all agencies and assure compliance.	Lauri McCreary	On-going

OFFICE OF FISCAL OPERATIONS
Bureau of Internal Review and Audit

OUTCOME 1

DHS Operational Effectiveness and Efficiency—BIRA will structure audits to:
- **Maximize resources to clients by minimizing loss of resources due to waste, abuse, inefficiency, and where possible, fraud.**
- **Contribute to client well-being and reduce unnecessary risks to clients by ensuring program effectiveness.**

Person Responsible: Tom Obray   **Achievement Date: October 2004**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS

1) Correction of audit report findings.
2) Reduced risk of:
  a) financial impropriety
  b) political exposure
  Reduced risk to:
  a) DHS clients
  b) DHS employees
3) More performance audits
	1) 75% of reviewed findings corrected[1]
	2) Dollar savings resulting from audits[2]. For this indicator, the actual amount of dollar savings will be reported annually.
	3) An annual average of 2 or better on post audit customer satisfaction surveys provided to audit clients[3]

Strategy 1:	Risk-based approach to audit selection and planning		
Action Steps		**Person Accountable**	**Completion Date**
Develop a comprehensive risk assessment tool.		Kim Hale & Rich Sallstrom	Dec 31, 2002
Conduct a risk assessment.		Kim Hale	Feb 2003
Conduct annual risk assessment updates.		Kim Hale	Yearly each Feb
Measure new audits.		Tom Obray	Prior to each audit
OFO Director audit approval.		Tom Obray	Prior to each audit

Strategy 2:	Increase auditor knowledge, skills, and abilities		
Action Steps		**Person Accountable**	**Completion Date**
Develop and implement a training program		Tom Obray, Kim Hale & Rich Sallstrom	Jan 2003
Encourage auditor-related certificates (CIA, CISA, CFE, CPA) appropriate to each BIRA audit staff member.		Tom Obray	As needed
Encourage auditor attendance at professional meetings and seminars (IIA, ISACA, ACFE, UACPA)		Tom Obray	As needed

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[1] Findings identified by BIRA, subsequently reviewed by BIRA, and determined to be satisfactorily corrected.

[2] Not all audits are designed to, or will, result in identifiable dollar savings.

[3] A BIRA customer satisfaction survey is attached.

Strategy 3:	Perform more performance audits and help DHS agencies to resolve smaller issues without or with little BIRA involvement		
Action Steps		**Person Accountable**	**Completion Date**
Develop annual audit plan.		Tom Obray	Jan 2003 and annually
Survey agency directors annually as part of risk assessment (see Strategy 1l, Action Steps 2 and 3), to help prioritize audits.		Kim Hale	Jan 2003 and annually
Encourage auditor attendance at professional meetings and seminars (IIA, ISACA, ACFE, UACPA)		Tom Obray	As needed

BUREAU OF BUDGET

OUTCOME 1

To receive and disseminate accurate budget information in a timely manner.

Person Responsible: Tracy Zaelit   **Achievement Date:** October 4, 2004

DEFINITION OF SUCCESS	**INDICATORS TO BE USED TO DEMONSTRATE SUCCESS**
To receive all budget reports in a timely manner with accurate data, 80% of the time.	Number of budget reports completed on time. (The reports have to be accurate in order to be considered as "on time")

Strategy 1:	To ensure the Division knows and understands the expectations from the Bureau of Budget		
Action Steps		**Person Accountable**	**Completion Date**
1) Prepare and distribute an updated calendar, quarterly.		Tracy	quarterly
2) Explain issues and expectations by email, Fiscal Officer's meetings, one-on-one contact, through the business plan, and possibly performance plans.		Tracy, Dave and Les	6/30/03 and 6/30/04
3) Provide training and tools for the Division to help them prepare budget information.		Tracy, Dave and Les	6/30/03 and 6/30/04

Strategy 2:	Develop a sense of trust and assistance between the Divisions and Bureau of Budget. Assist the Divisions in taking interest in submitting budget reports with accuracy.		
Action Steps		**Person Accountable**	**Completion Date**
1) Work with the Divisions to help them accomplish their goals for Bureau of Budget.		Tracy, Dave and Les	6/30/03 and 6/30/04
2) Ask for Fiscal Officers input on budget issues and budget reports that are submitted to the Bureau of Budget.		Tracy, Dave and Les	6/30/03 and 6/30/04
3) Identify exceptional work by the Fiscal Officers and provide positive feedback.		Tracy	6/30/02 and 6/30/04

BUREAU OF FINANCE

Outcome (goal): Quality Employee Payroll System Support & Quality Provider Payment Management—Employees receive accurate and timely reimbursement when payroll functions are performed properly. Providers receive appropriate reimbursement in a timely manner (which helps accounting and budgeting purposes) when Provider payments are properly managed.

Person Responsible: Don Moss   **Achievement Date: September 2004**

DEFINITION OF SUCCESS:	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS:
1) **No Late USSDS provider payments (that are not covered by an accrual) past the annual December deadline.** 2) **Consistent Payroll Process without significant Technician mistakes.**	1) **# of Late Payments not covered by year-end accrual.** 2) **2. Indicator developed as part of strategy. See Strategy 2 below.**

Strategy 1: Monitor late payments and work with Divisions to resolve problems identified with the late payments.

Action Steps	Person Accountable	Completion Date
Establish a monitoring system for USSDS late payments processed after the Close-out deadline.	Tina Cypret	7/01/02
Develop a system for tracking FINET payments greater than $2,000 that miss close-out deadlines.	Kathy Myers	7/01/02

Reduce the number of late payments for each fiscal year.
    a. Report late payment problems.
    b. Investigate and work with Divisions to implement corrective action regarding problems identified with the late payments.
	Don Moss	Sept 2004

Strategy 2: Identify and establish payroll performance indicators to help track payroll performance, and communicate clear expectations to help establish consistent payroll processes.

Action Steps	Person Accountable	Completion Date
Clarify and define responsibilities of Department's Payroll Coordinator and Payroll Technician in relation to the Department payroll processes.	Carol Huffman	6/18/02
Identify payroll performance measure(s), and main contact responsible for resolving payroll issues for each Division.	Angel Abbott	6/30/02
Communicate payroll expectations to the Department.	Angel Abbott	8/01/02
Clarify and define Department Payroll responsibilities for the State's new payroll system that is planned for implementation in the Fall 2002.	Carol Huffman	2/01/03
Communicate payroll expectations to the Department for the new State payroll system.	Angel Abbott	3/01/03

Reduce the number of payroll process errors for each fiscal year.
    a. Report payroll problems.
    b. Investigate and work with Divisions to implement corrective action regarding problems identified with the payroll errors.
	Angel Abbott	Sept 2004

OFFICE OF HUMAN RESOURCES

<table>
<tr><td colspan="3">OUTCOME 1

Attract and retain a competent workforce.

Person Responsible: John Mathews   Achievement Date: 2004</td></tr>
</table>

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) Causes of turnover identified and strategy developed to address the same. State workforce planning system utilized to predict changing skill levels, anticipate hot spots, and assess training needs. 2) Utilize the colleges and universities in recruitment activities.	1) Turnover percent caused by inadequate supervision to decrease. 2) Ability to predict market hot spots, and anticipate marketable skills needed to meet customer needs. 3) Number of employees selected as a result of presentations to colleges and universities.

Strategy 1:   Reduce causes of turnover that are not tied to salary issues.

Action Steps	Person Accountable	Completion Date
Identify causes of turnover through review of employee surveys and literature searches.	Bob Hunt	Dec 2002
2) Assess current supervisor training modules and modify to address issues.	Bob Hunt	Dec 2003
Develop boiler plate language to be identified in each supervisor's performance plan detailing their responsibilities as a supervisor.	Bob Hunt	Dec 2003

Strategy 2:   Link recruitment and selection activities of professional positions with local colleges and universities.

Action Steps	Person Accountable	Completion Date
Contact colleges and universities to link with their data bases to locate potential applicants.	Connie First	Dec 2002
Market state employment by attending career fairs to present information about state jobs and state benefit plans.	Connie First	On going
3) Coordinate with divisions and offices to have subject matter experts at presentations to market DHS employment.	Connie First	On going

Strategy 3:   In cooperation with DHRM, ensure that salary ranges are, in so far as funds permit, kept current with those used by the private and public sectors. Ensure position classification is consistent with duties and responsibilities performed by Department employees.

Action Steps	Person Accountable	Completion Date
Review applicable benchmark descriptions prior to survey process.	John Mathews	Annually
Assist DHRM in title reduction process and ensure Department interests are met.	John Mathews	Sept 2002
Conduct classification studies of positions where duties and responsibilities have changed to ensure equal pay for equal work and consistent with DHRM job descriptions.	John Mathews	On-going beginning May 2002

Strategy 4:	As part of a statewide initiative, assist DHRM in the development, marketing, and implementation of workforce planning.		
Action Steps		**Person Accountable**	**Completion Date**
Assist DHRM construct a workforce profile, establish a marketing strategy, identify data elements for a data warehouse, survey employees, identify future employee skill needs, and implement the system.		John Mathews	Oct 2003
Actively use the new system in workforce planning at the agency or position level.		John Mathews	2004
Strategy 5:	Strengthen performance management training in the Department to emphasize feedback and communication as well as alternative reward strategies.		
Action Steps		**Person Accountable**	**Completion Date**
Develop training module to address alternative rewards methods.		Terry Twitchell	Dec 2002
Put strategies and methods on the OHR WEB site.		Terry Twitchell	Dec 2002
Market training for supervisors and managers.		Terry twitchell	Dec 2002
Make mandatory performance management training but provide the training regionally.		Terry Twitchell	Dec 2003

OUTCOME 2

OHR to provide timely and consistent consultation and technical assistance to management regarding employee corrective action, discipline, drug free workplace, and to conduct investigations.

Person Responsible: Rosanne Ricks   **Achievement Date:**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) Decisions regarding corrective action and discipline are timely, consistent across the department, and punishment is fitting of the infraction. 2) Information available on the WEB to assist supervisors and managers regarding CA and discipline, drug free workplace, etc.	1) Cases heard at the 4th level are upheld at the 5th level. 2) In addition to personal consultation managers and supervisors have access to information on the WEB to answer procedural questions.

Strategy 1:	Ensure HR staff providing technical assistance are properly trained to conduct investigations.		
Action Steps		**Person Accountable**	**Completion Date**
1) Develop business practices for conducting investigations.		R. Ricks	April 2002
2) Train investigators on investigations business practices.		R. Ricks	April 2002
3) Develop business practices for drug free workplace to include drug and alcohol testing.		R. Ricks	Sept 2002

Strategy 2:	Ensure HR technical assistance and consultation are timely and consistent with established business practices.		
Action Steps		**Person Accountable**	**Completion Date**
1) Reorganize OHR staff responsible for conducting investigations so that staff report to one manager.		J. Mathews	May 2002
2) Manager to establish performance plans for each investigator so that their performance is evaluated against the same standards.		R. Ricks	July 2002
Strategy 3:	**Provide consultation and training to agency management.**		
Action Steps		**Person Accountable**	**Completion Date**
1) Develop WEB based information for corrective action, discipline, drug free workplace, unlawful harassment, FMLA, and other topics.		R. Ricks	Oct 2004
2) Provide on site training to agency management as needed on corrective action and discipline, FMLA, unlawful harassment, drug free workplace and other topics.		R. Ricks	On-Going

DHS OFFICE OF LICENSING

OUTCOME 1

Foster Care Licensing – The Office of Licensing will approve foster homes that meet basic standards of health and safety for the placement of children who are in the custody of the State of Utah.

Person Responsible: Ken Stettler, Director   Achievement Date: July 2005

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) Legislation requiring health and safety standards for foster homes is translated into rules, and policies. 2) Continual quality improvement of staff skills takes place. 3) Rules, policies, and procedures are interpreted and enforced in a manner consistent with legislation.	1) Percent of new legislation resulting in new rules, etc. 2) Percent of required rules established within 60 days of legislation. 3) Percent of all licensors trained on implementationof new rules and policies. 4) Percent of new rules and policy implemented within 30 days of establishment. 5) Percent of sanction appeals upheld by OAH. 6) Percent of sanction appeals upheld by courts.

Strategy 1:   Policy Development: Involve stakeholders in developing rules, policies, and procedures consistent with legislative intent to protect children in foster homes.

Action Steps	Person Accountable	Completion Date
1) Facilitate dialogue among stakeholders to establish consensus on rules and policies that meet basic health and safety needs of foster children.	Kay Harrison	July 2003
2) Develop written rules and policies to share with stakeholders regarding basic health and safety standards in foster homes.	LJ Dustman	July 2004
3) Disseminate policy information in electronic and hard copy format.	J.Gonzalez	July 2005

Strategy 2:   Staff Development: Train and coach staff on an on-going basis in the consistent implementation of licensing policies.

Action Steps	Person Accountable	Completion Date
1) Conduct staff meetings to share information regarding policy implementation and barriers to policy implementation.	Kay Harrison	July 2003
2) Conduct formal staff training sessions regarding policy changes and interpretation.	LJ Dustman	July 2004
3) Disseminate written and electronic information regarding policy changes and interpretation.	J. Gonzalez	July 2005

Strategy 3:   Enforcement: Provide consistent mechanisms for the continual enforcement of basic health and safety standards in foster homes.

Action Steps	Person Accountable	Completion Date
1) Provide training to licensing staff on licensing sanction procedures, corrective actions, technical assistance	Kay Harrison	July 2004
2) Monitor complaints received about programs and licensors to review enforcement effectiveness and strategies.	Alan Hayward	July 2004
3) Monitor administrative hearing and court appeals to review enforcement effectiveness and strategies.	Ken Stettler	July 2005

OUTCOME 2

Legislative Implementation – the Office of Licensing will implement the Human Service licensing laws as established by the Utah State Legislature.

Person Responsible: Ken Stettler, Director   Achievement Date: July 2005

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) Legislation is translated into formal rules, policies, and procedures. 2) Rules, policies, and procedures are implemented for the licensure of programs statewide. 3) Rules, policies, and procedures are interpreted and enforced in a manner consistent with legislation.	1) Percent of new legislation resulting in new rules, etc. 2) Percent of new rules, policies and procedures created within 60 days of legislation. 3) Number of licensors trained on implementation of new rules, policies, and procedures. 4) Percent of new rules, policies , and procedures implemented within 30 days of establishment. 5) Percent of sanction appeals upheld by OAH. 6) Percent of sanction appeals upheld by courts.

Strategy 1:   Involve Stakeholders. Engage public, providers, clients, board members, divisions, department staff, licensors and other relevant stakeholders in dialogue to interpret the proper implementation of legislation.

Action Steps	Person Accountable	Completion Date
1) Publicize legislative changes to stakeholders.	Alan Hayward	July 2003
2) Facilitate stakeholder committees to dialogue priorities and implementation strategies.	Kay Harrison	July 2004

Strategy 2:   Draft Rulemaking: Develop written rules, policies, and procedures consistent with legislative intent.

Action Steps	Person Accountable	Completion Date
1) Conduct stakeholder meetings to draft administrative rules.	Kay Harrison	July 2004
2) Finalize rules and facilitate movement through rulemaking channels.	Jan Bohi	July 2004

Strategy 3:   Implement written rules, policies, and procedures consistent with legislative and stakeholder intent.

Action Steps	Person Accountable	Completion Date
1) Provide training to licensing staff on rules, policies, and procedures.	Alan Hayward	July 2004
2) Create written record of revised rules, policies, and procedures and distribute to stakeholders.	Jan Bohi	July 2004
3) Provide revised rules, policies, and procedures on internet based system.	J. Gonzalez	July 2005

OFFICE OF SERVICES REVIEW

OUTCOME 1
Provide the Legislature, the Court Monitor, the Department, DCFS and Stakeholders with comprehensive, accurate and significant information regarding DCFS's compliance with key case policies and procedures.
Person Responsible: Brad McGarry　　　　　　　**Achievement Date: On-going**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) Overall reader accuracy rates stay at or above 90%.	1) Accuracy rates as reported by the Leg. Auditor. 2) Accuracy rates as reported by CWPPG. 3) Accuracy rates as indicated by our own double reads.
2) Report meets the needs of the customers.	Comments from Robin, Legislator/staff, Richard, RD, casework staff on the usefulness and accuracy of the report.

Strategy 1:	Use a comprehensive, accurate and significant review to test for compliance with key case policies on foster care, home base, CPS and unaccepted referrals.		
Action Steps		**Person Accountable**	**Completion Date**
1) Update guidelines and train reviewers in new requirements.		Lisa, CWPPG, Brad, DCFS	December of every year
2) Select a statistically reliable sample of cases.		Ray, Aaron	December through May of every year
3) Review the cases as efficiently as possible—CPS cases through SAFE. In-Home and Foster through a combination of SAFE and the file. Input the information directly into an electronic format.		Lisa, Geniel, Aaron, Brad, Craig	June of every year
4) Review the cases as accurately as possible—1. Double reading approximately 10% of cases; 2. Reviewing guidelines with reviewers before the actual reads begin; 3. Using the Child Welfare Policy and Practice Group's double reads as a measuring rod; 4. Using the Legislative Auditor's Office double reads as a measuring rod.		Lisa, Geniel, Aaron, Brad, Craig, Child Welfare Policy and Practice Group, Utah Legislative Auditors Office	June of every year
5) Modify the number of cases selected based on how close the Division is to reaching the targets set by the court monitor and based on the confidence level and precision of the sample.		Brad, Craig	April/May of every year

Strategy 2:	Develop simple, efficient report.		
Action Steps		**Person Accountable**	**Completion Date**
1) Display the information in an easy-to-read, useful format to DCFS, legislature and other stakeholders.		Lisa, Brad	August of every year

OUTCOME 2

Provide the Legislature, Court Monitor, the Department, DCFS and Stakeholders with comprehensive, accurate and significant information regarding outcome achievement and good practice for Child Protective Services, Home Based and Foster Care cases.

Person Responsible: Craig Monson/Brad McGarry   Achievement Date: On-going

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
Diverse set of reviewers, using standardized instrument, report improvements in child welfare practice	1) Percent of total reviewers who are outside stakeholders 2) Percent of improvement rate in scores 3) Percent of finalized reports delivered to the regions within 60 days 4) Percent of case stories returned within 10 days
Interreader reliability remains within tolerance levels	Comparison of our Office's scoring with CWPPG/DCFS scoring to search for any trends of bias.

Strategy 1:	Use a comprehensive, accurate and significant review to test for outcome achievement in home base and foster care cases.	

Action Steps	Person Accountable	Completion Date
1) Update the Qualitative Review Protocol to clarify the guidelines.	Aude, CWPPG, Brad, DCFS	September of every year
2) Adjust the training curricula to reflect concerns CWPPG/DCFS has concerning consistency.	Aude, CWPPG Brad	October of every year
3) Formalize the process of rating and certifying readers.	CWPPG, Aude, Brad	October of every year
4) Conduct a Qualitative Review in each of DCFS's regions. For each region this entails: a) Selecting cases with CWPPG	CWPPG, Ray	May of every year
b) Obtaining and training reviewers to conduct the reviews	Laura, Ray	May of every year
c) Organizing the reviews and obtaining the case records (based on prior experience, staff will need to set up over 150 interviews per region)	DCFS, Ray, Laura	May of every year
d) Reviewing the case records and conducting the reviews	CWPPG, DCFS, OSR, Stakeholders	May of every year
e) De-brief the stories	CWPPG, DCFS, OSR, Stakeholders	May of every year

Strategy 2:	Use a comprehensive, accurate and significant review to test for outcome achievement in Child Protective Services cases.		
Action Steps		**Person Accountable**	**Completion Date**
1) Update CPS Qualitative Review Portocol to reflect outcome measures.		Geniel	July of every year
2) Formalize the process of training reviewers.		Geniel	July of every year
3) Conduct a CPS-QCR in each region, including selecting time lines for reviews.		Geniel, Craig	June of every year
a) Selecting cases		Geniel, Ray	May of every year
b) Obtaining reviewers to conduct the reviews		Geniel	May of every year
c) Organizing reviews with each region		Geniel	May of every year
d) Conduct reviews (accompany workers from each region on live reviews)		DCFS, OSR , Stakeholder	May of every year
e) Write the case stories		DCFS, OSR , Stakeholder	May of every year
f) Report results		Geniel, Craig	August of every year
Strategy 3:	Share results with legislature, court monitor (home base and foster care), the Department, DCFS, and stakeholders.		
Action Steps		**Person Accountable**	**Completion Date**
1) Caseworker receive feedback on their case performance within the review week and a written report 2-4 weeks later.		DCFS, OSR , Stakeholder	May of every year
2) Exit conference held on each Friday of review to share preliminary results with regional staff.		Aude, Laura	May of every year
3) Regional reports are sent to the DCFS regional management within 60 days.		Aude, Geniel	May of every year
4) An annual report on the state-wide QCR performance is written and available on the web.		Aude, Lisa, Geniel, Brad	May of every year

OUTCOME 3

Facilitate a quality assurance process by which the DCFS regions monitor performance of their staff on case process criteria. Provide the regions with timely reports on performance. Assist the regions to use this information to train staff on how performance can be improved.

Person Responsible: Brad McGarry   **Achievement Date: On-going**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
1) Internet QA will reflect % "yes" answers represented in case process.	1) Number of supervisors entering records into the Internet QA database. 2) Number of records per supervisor entered in the Internet QA database.
2) Improvement of overall case process results (things get better).	1) Percent of Internet QA scores that show improvement over time.
3) Accuracy of Internet QA results in comparison to case process results.	1) Percent agreement rate between OSR and supervisor Internet QA records.

Strategy 1:	Perform data analysis, compile data, send results to regions and follow up with end users on usefulness of information.		

Action Steps	Person Accountable	Completion Date
1) Bi-monthly download data from internet, compile data and format tables.	Aaron, Karen	On-going
2) Perform edits of QA data and give feed back to supervisors.	Aaron, Craig	On-going
3) Give the regions timely reports on QA results.	Karen, Aaron	Bi-monthly, On-going
4) Using the QA data, track trends.	Aaron, Karen	On-going

Strategy 2:	Assist the regions in developing a training process based on Internet QA and case process results.		

Action Steps	Person Accountable	Completion Date
Using the QA results, the annual Case Process Review results and the Qualitative Case Review results and in consultation with regional management, develop a training program within each region.	Geniel, Aaron, Brad, Craig, Lisa	November of every year

OUTCOME 4

Evaluate the Qualitative Case Review results to see which indicators seem most significant in producing good outcomes. Compare the Case Process and the Qualitative Review results to determine if there are any links between Case Process and Qualitative Reviews. Conduct content analysis to prove specific examples of practice that has led to good outcomes.

Person Responsible: Brad McGarry   **Achievement Date: September 2002**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
A report is produced that shows the presence or lack of correlation.	On-going longitudinal studies. Completed study on analysis of variance.

Strategy 1:   Analyze the data to determine if there are factors that show a strong correlation between factors

Action Steps	Person Accountable	Completion Date
1) Using prior and this year's data, determine if there are some domains in System Performance that will predict scores in Child/Family status domains.	Aude/Brad/Bob Lewis (if available)	September 2002
2) Using prior and this year's data, determine if there are questions in Case Process, which have a correlation with Child/Family outcomes. This will require reading some additional cases for compliance with Case Process requirements which cases have been reviewed for the Qualitative Review.	Lisa, Geniel,Brad	September 2002
3) Review the content of Qualitative Review stories to obtain illustrations of good practice.	Aude, Laura, Brad	June of every year

OUTCOME 5

Conduct a review of client deaths within the Department which will assist the Divisions in improving practice.

Person Responsible: Craig Monson   **Achievement Date: On-going**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS
The report conclusions and recommendations are used to assist the Divisions in re-examining their practices.	1) Number of Fatality Reviews held 2) Percent of write-ups that have to be re-done based on Comments from Robin, Richard, etc. 3) Percent of reviews where recommendations were used

Strategy 1:	Conduct meaningful Fatality Reviews; make conclusions about how well practice was followed in each case and any recommended areas for improvement.		
Action Steps		**Person Accountable**	**Completion Date**
1) Review the case record for each death with client services within a 12-month period.		Cheryl, Laura, Bill, Craig	On-going
2) From the reviews, summarize recommendations and conclusions.		Cheryl	On-going
3) Obtain from the Divisions responses to the recommendations		Cheryl	On-going
4) Summarize the results yearly.		Cheryl	August of every year

OUTCOME 6

Conduct vexing problem studies based on Utah statute and division policy that will enhance worker efficiency and aide best practice. Rather than include these issues as part of our Case Process Review, we are including them as vexing problem studies.

Person Responsible: Craig Monson   **Achievement Date: On-going**

DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS

Strategy 1:	Selection and research of studies.		
Action Steps		**Person Accountable**	**Completion Date**
1) In consultation with DCFS, determine what studies are of most importance and select two for possible review.		Craig, Brad, DCFS	June of every year
2) Assign staff to conduct reviews.		Craig, Brad	June of every year
3) Conduct study.		OSR staff	July of following year
4) Write report.		OSR staff, Craig, Brad	July of following year
5) Report findings to DCFS, court, legislature.		Craig	August of every year

OFFICE OF TECHNOLOGY

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OUTCOME 1

Applications or automated processes are fit for business purpose – Applications are fit for business purpose when they support agency, multi-agency, or statewide objectives in providing services or goods to citizens, employees, businesses, or local authorities.

Person Responsible: OT Mgt. Team   Achievement Date: See Action Steps
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DEFINITION OF SUCCESS	INDICATORS TO BE USED TO DEMONSTRATE SUCCESS	
Commitments are met. **Applications are used.** **Information can be accessed.** **Data is accurate.** **Clients are satisfied.**	**Number of Users** **Number of Visits per Period (Day, Month, Year)** **Length of Time per Visit** **Number of Complaints** **Requests for more service** **Percent of Time Available**	

Strategy 1: Establish clear boundaries and responsibilities.		
Action Steps	**Person Accountable**	**Completion Date**
1) <u>End User Computing Policy.</u> This will reduce confusion by defining roles and responsibilities in application development. Ensure applications developed in DHS meet standards for security, backup and recovery, performance, etc.	Greg Mead	FY03 Q1
2) <u>Software Development Life Cycle Methodology.</u> This will promote better documentation, accurate requirements definition, reduced costs through repeatable processes and scope control, appropriate project management, and increased client understanding of processes. This document will define both a process and documentation standard that will be used in Office of Technology project efforts.	Greg Mead	FY03 Q2
3) <u>Service Level Agreements or Contracts with Clients and Business Partners.</u> This will provide the foundation for productive, successful IT service relationships. The purpose of these agreements or contracts will be to describe products and services, set service level expectations; identify contacts for problem resolution; and specify metrics by which the effectiveness of product or service activities will be measured, examined, changed, or controlled.	Debbra Naegle, Dennis Allred, Greg Mead, Sue Martell	FY03 Q1 and Ongoing

Strategy 2: Increase effective use of programming resources.		
Action Steps	**Person Accountable**	**Completion Date**
1) <u>Complete a study to discontinue the Office of Technology Programming Internal Service Fund.</u> Examine pros and cons of maintaining the fund and make recommendations. This fund is the current method used to bill clients for costs associated with system development, maintenance and the consulting efforts expended by the Application Development group in support of client requests.	Greg Mead	FY03 Q1
2) <u>Develop, Test, and Implement a Framework for Getting Projects into the Queue and Prioritized.</u> (May be included in 1. above)	Dennis Allred Greg Mead	If not included in 2.1, FY03 Q3

Strategy 3: Track and measure performance and customer satisfaction.		
Action Steps	**Person Accountable**	**Completion Date**
1) Specify metrics by which effectiveness of service activities, functions, and processes will be measured, examined, changed, and controlled.	Debbra Naegle, Dennis Allred, Greg Mead, Sue Martell	FY03 Q2
2) Determine the viability of expanding the use of the existing Remedy "trouble ticket" system to include assigning and tracking projects with durations longer than 1 month. The Remedy system is currently being used to track problems and requests for the Product Support Group.	Fred Schmidt	FY03 Q1
3. Implement a comprehensive customer satisfaction measurement process.	*Debbra Naegle Dennis Allred Greg Mead Sue Martell	FY03 Q2
Strategy 4: Provide extensible and responsive resources (people, applications, data, and servers), either internal or external, that meet business need and are cost effective.		
Action Steps	**Person Accountable**	**Completion Date**
1) People: Define Appropriate Mix of Internal Skilled Programmers and Consultant Programmers for Foreseeable Future. Hiring issues, the need to be responsive to a changing environment, and the need to provide for ongoing maintenance of systems requires a balance of employees and consultants. Relying solely on consultants reduces corporate knowledge base. Relying solely on employees reduces quick responses needed by our clients when employees have to be trained in new technologies. This mix must take into account base needs for maintenance and enhancements, as well as dealing with staffing plans for projects and consulting.	*Greg Mead Sue Martell	FY04 Q1
2) People: Technical Training Strategy for Office of Technology Technical Staff. This action step supports the need to develop employees, maintain expertise in a rapidly changing technical landscape, and reduce any ongoing reliance on contractors once a technology achieves "legacy" status. The goal will be to expend limited training dollars, in a methodical, meaningful fashion rather than on a "decide as we go" basis.	*Debbra Naegle Dennis Allred Greg Mead	FY03 Q1
3) People: Training Program to Develop and Coach Project Managers. One of the Office of Technology's weak points is the lack of professional, skilled project managers. This action step will be implemented in conjunction with Strategy 1.2, Software Development Life Cycle Methodology.	Greg Mead	FY03 Q3
4) Applications: Contract Tracking System. The system will enable the Bureau of Contract Management to track the status and progress of department contracts that pass through their hands. This system will provide an easy way to track a contract and also to report on the status of a contract at any time. It will also allow people issuing a contract to easily check the status of pending contracts.	Greg Scavezze	FY03 Q1

Action Steps	Person Accountable	Completion Date
5) Applications: Employee Life Cycle Management Interface. As part of the employee portal, develop an employee status change notification interface for authorized people or systems. This will allow for the automatic notification of employee status changes to people or trigger actions in systems to remove/add/change access rights, etc.	Dennis Allred	FY03 Q4
6) Applications: Employee / Provider Internet Portals. This action step will provide as a single point of access to employees and providers to state and department-specific web-based applications, services, and information.	Rich Rayl	FY03 Q3
7) Applications: eREP (electronic Resource & Eligibility Product). This project, currently in the Detailed Business Requirements phase and awaiting vendor proposals from the RFP, will provide a comprehensive statewide resource eligibility product to help deliver economic, health-related and other supportive services to Utah's citizens. Major DHS components to be included in the system include the replacement of the High-level Client Index with a new Citizen Directory (FY04 Q1) and Medicaid eligibility processing (FY04 Q4).	Greg Mead	FY04
8) Applications: e520 System. This system will be used by external providers to enter their record of services provided to citizens on behalf of the department for purposes of receiving payments. It replaces a paper intensive process with one in which the input, verification and approval for payment is completed online. The e520 system will be functional for all providers who chose to use it by October 1, 2002.	Gene Riggs	FY03 Q2
9) Applications: Prevention Administration Tracking System (PATS). A joint effort between the Division of Substance Abuse and local substance abuse authorities. This system will collect service information regarding the delivery of prevention programs across the State, fulfill data collection requirements required by the State Incentive Cooperative Agreement grant issued by the Center for Substance Abuse Prevention. Prevention Specialists all over Utah to report and obtain real time data regarding the delivery, analysis, and effectiveness of prevention programs. In the short term, PATS will enable prevention workers to conduct evaluations of the effectiveness of their programs. In the longer term, PATS will enable the billing business of Salt Lake County Substance Abuse, so that they can use PATS as their sole prevention management information system.	Gene Riggs	FY03 Q1
10) Applications: SAFE - DSPD Migration to SAFE System. DSPD has tracked their client waitlist and case management through several tools and will be migrating to a subset of the existing SAFE system. The client business requirements are currently being defined and development costs are being calculated. A proposal will be presented in June 2002 to management. Upon approval the project will proceed into the Request for Proposal stage.	Gene Riggs	FY04 Q1
11) Applications: SAFE – FCCRB Migration to SAFE System. The Foster Care Citizen Review Board is being provided a subset of the SAFE system to monitor state management of DCFS cases.	Wade Owen	FY03 Q2
12) Applications: SAFE – Imaged 3rd Party Documents Integrated into SAFE System. – DCFS has a stated business need of accessing imaged 3rd party documents in the SAFE system in order to better manage cases and track history. This project reduces hard copy storage and provides faster access.	Wade Owen	FY03 Q4

Action Steps	Person Accountable	Completion Date
13) <u>Applications: Substance Abuse / Mental Health Information System.</u> A joint effort between these two divisions and local health providers to track admission characteristics, assessment/treatment plans, delivered services, discharge data, outcome measures and other information necessary to more successfully manage substance abuse and mental health treatment services for the state.	Gene Riggs	FY03 Q3
14) <u>Applications: Utah Tobacco Access Reporting System.</u> A joint effort between the Department of Health and the Department of Human Services to help in the enforcement of laws against tobacco sales to minors. The system will be used during field audits at retail establishments to capture and track audit results.	Gene Riggs	FY03 Q2
15) <u>Applications: Web-Based Learning.</u> Select and implement a department-wide standard for Web Based Learning or Computer Based Training systems that department agencies will use to develop training courses for employees. Provide the infrastructure to support the standard. Web-based learning tools provide a way for employees to learn new skills at their pace and on their schedule.	*Dennis Allred Janice DeVore	FY03 Q1
16) <u>Data: DHS Data Warehouse Expansion.</u> Collect and merge data from various computer systems throughout the state into the DHS Data Warehouse. Interface into the eREP system to combine with information about clients from DHS systems for Medicaid eligibility, TANF history, Family Constellations, validation of High Level Client Index number, etc. Interface into the Department of Health Data Warehouse to access all Health Services given and Medicaid payments made for our clients. Interface into the Court's CARE system to access Youth Corrections client cases and services information.	Dennis Allred	Ongoing
17) <u>Servers: Capacity planning</u> – The purpose of capacity planning is to measure existing capacity (disk space, processing power, etc.) against needed capacity to support existing and new applications and automated processes; and then to fill the gap with the technology that allows us to efficiently expand existing platforms. Capacity planning requires the use of appropriate metrics and projection methodologies.	Debbra Naegle	Ongoing

Strategy 5: Establish basic level of security required to ensure data integrity and to reduce system vulnerability.		
Action Steps	**Person Accountable**	**Completion Date**
1) <u>Expand Office of Technology Security Plan.</u> This will include defined processes for security reviews, new applications, existing applications, audit (to maintain compliance), and notification.	Debbra Naegle	FY03 Q2
2) <u>Image Completed LAN/Mainframe Access Forms.</u> This will provide an efficient method of storage, retrieval, and reporting (FY03). Ultimate goal will be online access forms that can be completed, verified, authorized, and added to a repository (FY04).	Peter Freeman	FY03 Q1
3) <u>Use eREP - Citizen Directory</u>. The State is building a statewide Citizen Directory as part of the eREP and State Portal projects. This directory will be used to store contact, preferences, user settings, and login information for citizens that need access to State resources and services online. This directory will be used within DHS applications to provide authentication and user settings and preferences for online services to citizens.	Dennis Allred	FY04 Q1

Action Steps	Person Accountable	Completion Date
4) <u>Meet HIPAA Requirements by Federally Mandated Compliance Dates.</u> Make modifications to USSDS, e520, and other department systems to protect and secure health care information and meet standards for national data exchange for electronic administrative and financial health care transactions.	Greg Mead, Gene Riggs	FY04 Q2

Strategy 6:	**Coordinate, document, and communicate information about the department's technology environment to clients and business partners.**		

Action Steps	Person Accountable	Completion Date
1) <u>Manage Change.</u> Create an enduring Office of Technology change process for managing anticipated changes to the DHS technology environment. This process would include application changes, system changes, infrastructure changes, etc. This process will provide a way to coordinate changes, to notify customers of changes, and to document changes to the IT environment.	*Debbra Naegle Dennis Allred Greg Mead Sue Martell	FY03 Q4
2) <u>Market Products and Services.</u> Create a better awareness of Office of Technology Resources in the department.	*Dennis Allred Debbra Naegle Greg Mead Sue Martell	FY03 Q2
3) <u>Publish Project Plans and Status.</u> Provide a web page that lists all the projects that the Office of Technology is currently working on and the status of each project.	*Dennis Allred Debbra Naegle Greg Mead Sue Martell	FY03 Q2

Strategy 7:	**Evaluate new and existing technologies for appropriate fit to the business needs of the department.**		
1) Keep abreast of new and existing technologies in the marketplace.		
2) Keep abreast of the department's business environment in order to be able to apply the appropriate technology.		
3) Keep abreast of statewide technology initiatives.		
4) Develop state and public contacts appropriate for obtaining information and conveying information on technologies and trends.		